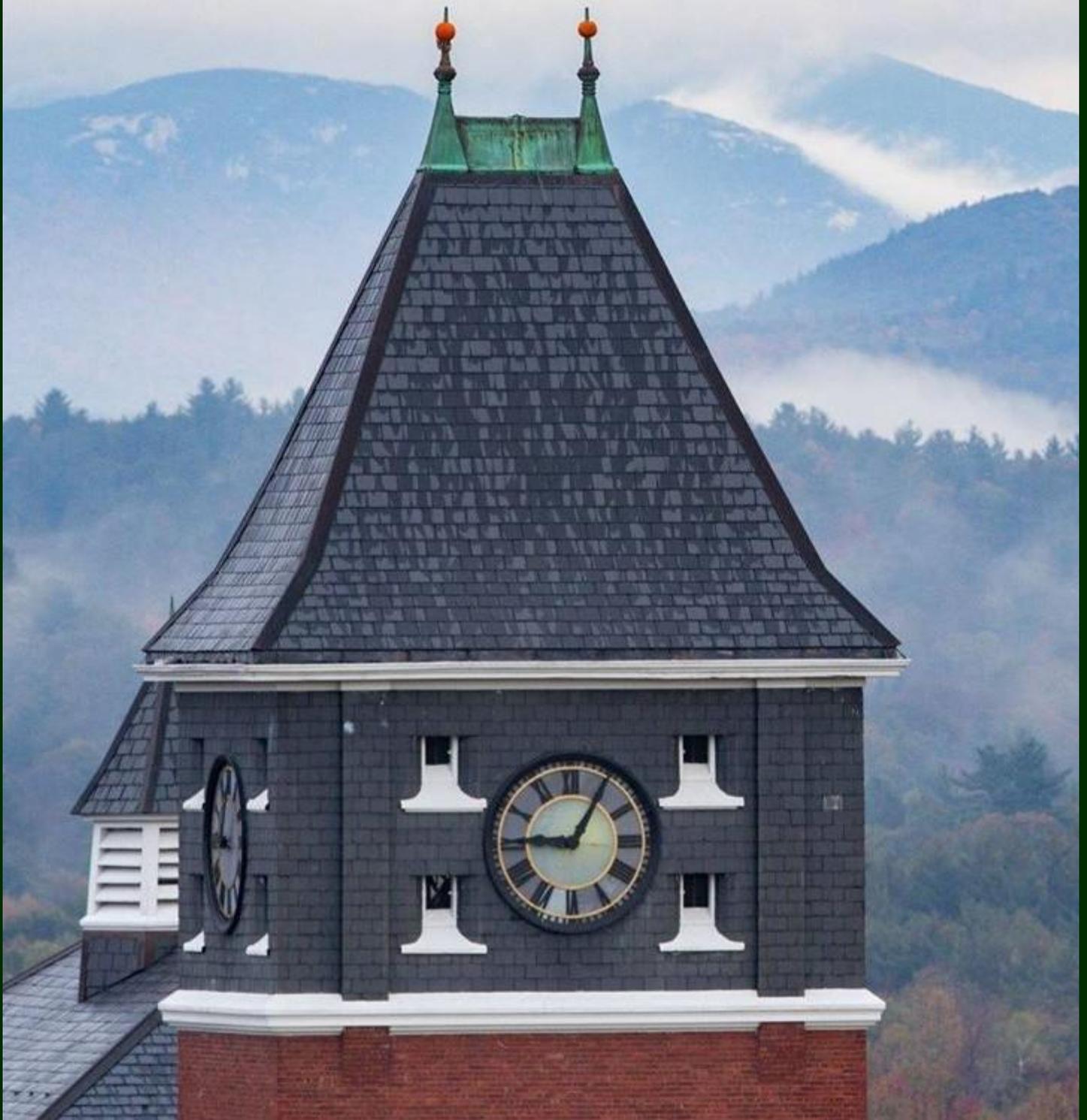
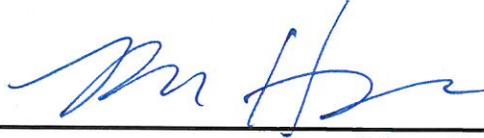


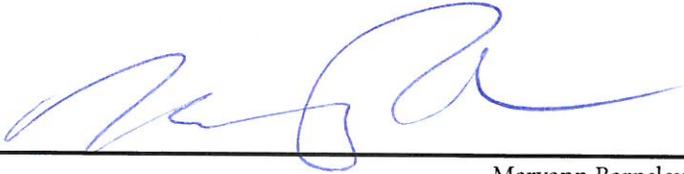
2018 Plymouth Master Plan: A Vision for Plymouth's Future



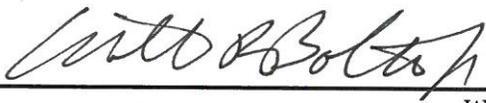
Signature Page



Rebecca Hanson, Chair



Maryann Barnsley



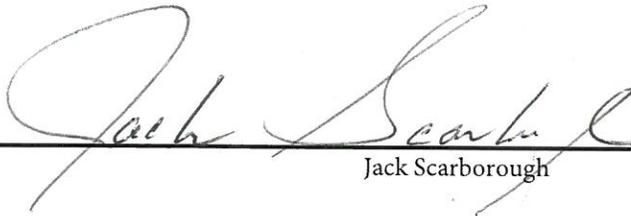
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Chris Buckley



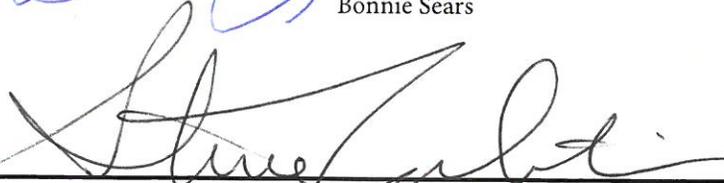
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Jack Scarborough



Bonnie Sears

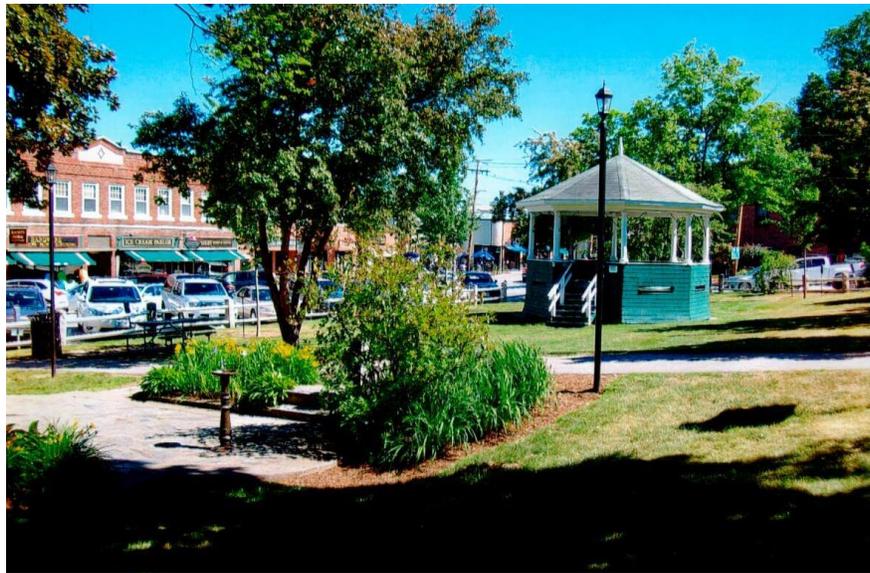


Steve Whitman

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The Plymouth Data Book supports information in this master plan. The data book, survey and workshop summaries, and maps can all be found on the Town of Plymouth website: plymouth-nh.org



Plymouth's Town Common is a central feature to the downtown area and to the entire community.

Summary

This Master Plan reflects the input of the citizens of Plymouth gathered over several years through surveys, public meetings, conversations and debate. Plymouth's Master Plan is a vision for the future. It envisions Plymouth's future in chapters that assess the strengths and needs of all aspects of the town as well as a course for implementation. The community has taken into account its strengths and needs, then identified a program to build on and address them. A master plan is typically updated every 10 years or more frequently if need be, to address current trends but remains flexible enough to serve as a durable plan that can guide the community as staff and board members change.



David Lockwood entertains summer shoppers on Main Street.



View of the Baker River Valley from Smith Bridge.



Skiers ride to the top of Tenney Mountain on the Hornet double chair lift.



Plymouth's Town Hall on a sunny spring day.

Chapter One - Vision

A VISION FOR PLYMOUTH'S FUTURE

Plymouth is a place that has it all: the advantages of small town friendliness, the energy and culture of a college town, a vibrant and walkable downtown, outdoor recreation, and a location that offers easy access to commerce and service, as well as the Lakes Region and the White Mountains.

Characteristics of Plymouth that are important to maintain include:

- Mix of downtown and rural settings
- Locally-owned downtown businesses
- A walkable downtown
- Easy access to and from Plymouth from other communities
- Sense of community and small town feel
- Natural beauty and local agriculture
- Outdoor recreation and trails
- Connection to Plymouth State University
- Excellent education system



A vibrant Main Street.



Tenney Mountain ski area.

What is in this Master Plan?

This Master Plan includes a vision for Plymouth’s future, chapters that assess the strengths and needs of all aspects of the town, and an implementation plan. For Plymouth to effectively use this Master Plan, it is helpful to understand what the Master Plan *is* and what it *is not*.



Pemi Riverside Amphitheater.

What the Master Plan is:

- The Master Plan is a collection of plans, maps, studies, and reports which, together, visualizes how the community will grow in the short-term and into the future. It considers past trends, current strengths and needs, and future opportunities and recommends actions that can help the community grow wisely.
- The Master Plan contains an implementation chapter, which lists recommended actions, the entities responsible for implementing these actions, and the timeline over which they should be implemented. These recommendations are general enough to allow the town administration and boards to fill in details and use their judgement, as necessary, to address any issues that arise in future years.
- The Master Plan is flexible, in order to serve over an extended period of time. Modifications and adjustments to any of its parts can be made without unduly damaging the plan’s basic structure.
- The Master Plan is far-reaching. It deals with all aspects of the community’s development – not just one small area, such as zoning. All aspects of the community are interrelated, and any recommendations in the plan should consider what is best for the community as a whole, not just one interest group or one aspect of the community.

What the Master Plan is not:

- This Master Plan is not a legally binding document like an ordinance. This plan does, however, make recommendations for regulations and ordinances that the town should consider.
- A master plan does not prescribe a rigid and specific set of actions that the town should take. Future trends and needs may develop in ways that were not foreseen during the development of this plan; the town has flexibility to implement the plan's recommendations, with adjustment and modification, as needed.
- A master plan is neither a zoning ordinance nor a zoning map. Zoning is merely one of the tools that can be used by municipal officials and citizens to address the community's growth and land use needs. While this particular Master Plan update does recommend that the Planning Board review and consider changes to some zoning districts and permitted/excluded land uses, it does not prescribe the redrawing of any particular zoning district boundary line.

How to use this plan

Planning does not stop with the adoption of this Master Plan. It is important to review the plan continuously to ensure it remains relevant as growth trends and community needs change in the future. The plan's implementation table can serve as a guiding roadmap for the entities that are responsible for implementing the Master Plan. While it does not need to be treated as a rigid checklist, all recommended actions are deserving of consideration; there was extensive community input in identifying the town's needs, along with discussion, debate, and consideration by the Planning Board in drafting these recommendations. Municipal policies and regulations should be reviewed periodically to keep them aligned with the Master Plan. The Master Plan describes the characteristics of future growth and development that are supported by the community and that benefit the town. These characteristics should be considered when regulations like the zoning ordinance, subdivision regulations, and site plan review regulations are revised. Occasionally, policies need to be updated because of mandates from the state or because of court decisions. In these cases, town administration and boards should update these policies in a way that is aligned with the community's vision for the future, which is documented in this Master Plan.

The Master Plan is also intended to guide the Capital Improvements Program (CIP), a process that was started in Plymouth in 1987. The goal of the CIP is to forecast and sequence the needed expenditure of funds, so that spending can be timed in a way that keeps tax rates from spiking. The CIP is revised annually by the town's Capital Planning Committee, based on information submitted by the departments and agencies of the municipality. The Master Plan identifies the needs of the community and can help guide the Capital Planning Committee in prioritizing and planning expenditures

2018 UPDATE OF MASTER PLAN

In 2015 the Planning Board began the process to update the 2008 Master Plan, with the help of North Country Council. This process included a visioning session, focus group discussions, a community survey, and discussions among and between the Planning Board and other town boards and departments.

Visioning Session

In a widely advertised public workshop on July 16, 2015, community members were asked to help identify:

- What citizens value most about life in Plymouth?
- What features are important to hold onto as we grow?
- What is needed to make Plymouth an even better place to live?

This session helped identify topic areas for further discussion, in focus group discussions facilitated by North Country Council and hosted by the Plymouth Planning Board in 2016.

Town/University Discussion Workshop

At an April 27, 2016 workshop, stakeholders in the Town and University were asked to discuss the following items:

- Build a list of opportunities for collaboration between the Town and Plymouth State University.
- Identify priority opportunities.
- Compare the recommendations with those from the existing Plymouth Master Plan.
- For each priority opportunity, identify a lead for the town and a lead for Plymouth State University who will collaborate to draft strategies and recommendations for consideration by the Planning Board for incorporation in the Plymouth Master Plan.

The results of this discussion have been incorporated into this chapter: A Vision for Plymouth's Future. Priority opportunities, and leads on these opportunities, have also been incorporated into Chapter 3 – Implementation.

Infrastructure, Utilities, and Transportation Discussion Workshop

At a May 12, 2016 workshop, community members were asked what the most pressing needs were, in the following infrastructure and facilities categories:

- Community Facilities and Services
- Education



- Transportation



- Recreation



Workshop participants were also asked to read the recommendations from the 2008 Master Plan and discuss those which remain priorities. This helped the Planning Board and North Country Council identify infrastructure needs and develop recommendations to address those needs. These results are incorporated in the Transportation and Implementation chapters, and will help the Planning Board update the other Community Profile chapters in the Plymouth Data Book (available on the Town of Plymouth website: Plymouth-nh.org).

Economic Development Discussion Workshop

At a May 26, 2016 workshop, community members were asked to review the Economic Development recommendations from the 2008 Master Plan and discuss whether they are still relevant today as well as to identify other recommendations or strategies that should be priorities. This helped the Planning Board and North Country Council identify economic development needs and develop recommendations to address those needs. These results are incorporated in the Economic Profile and Implementation chapters, and Plymouth's economic strengths and needs are discussed in this chapter: A Vision for Plymouth's Future.

Natural, Historic, and Cultural Resources Discussion Workshop

At a June 2, 2016 workshop, community members were asked what the most pressing needs were in the following topics: historic resources, natural heritage, and arts and culture.

Workshop participants were also asked if there were policies that should drive priorities in these topics, which recommendations on these topics from the 2008 Master Plan should be priorities in the next 10 years, and whether there were items or topics not listed that should be priorities. This discussion helped the Planning Board and North Country Council staff identify priority needs in these areas and develop recommendations to address these needs. These results are incorporated in the Land Use and the Implementation chapters of this Master Plan.

Community Survey

In the spring of 2016, the Planning Board created a 28 question survey that could be completed by hand or online. There were 1,056 total responses, 913 of which were complete. The full results of the survey are included on the Plymouth town website. Six questions were asked about the respondents' relationship to the town, how long they have been a resident, and how long they plan to remain a resident of Plymouth, their age, and where they lived, in order to help interpret the survey results. There was one question about where residents obtained goods and services, six questions that asked about development and land use patterns and policies, six that asked about transportation needs and policies, five questions that asked about recreation, historic, and natural resource needs and policies, and three open-ended questions to help elevate other issues and ideas to the Planning Board and town administration.



Local residents march down Main Street to show opposition to Northern Pass.

REGIONAL CONTEXT

Plymouth's geography – located at the confluence of the Baker and Pemigewasset River valleys – has shaped its history, development patterns, and transportation network. Plymouth is a population and labor market center among the surrounding communities, as well as an economic and transportation hub for the region. Several regional and statewide corridors pass through Plymouth – NH 25 west of Plymouth provides a connection to the Baker River Valley and towns to the west, NH 175A connects Plymouth with the Squam Lakes Region, while I-93 and US 3 connect Plymouth with areas south and north.

Plymouth is also centrally-located to several important nature-based tourist regions in New Hampshire – the Lakes Region and the White Mountains. There are many outdoor recreation opportunities in the surrounding communities and Plymouth acts as a gateway to these destinations. Plymouth also serves as a regional hub for retail shopping, education, and healthcare. Map 1 displays Plymouth's regional service area, defined as all adjacent towns to Plymouth, as well as any towns served by Plymouth school districts.

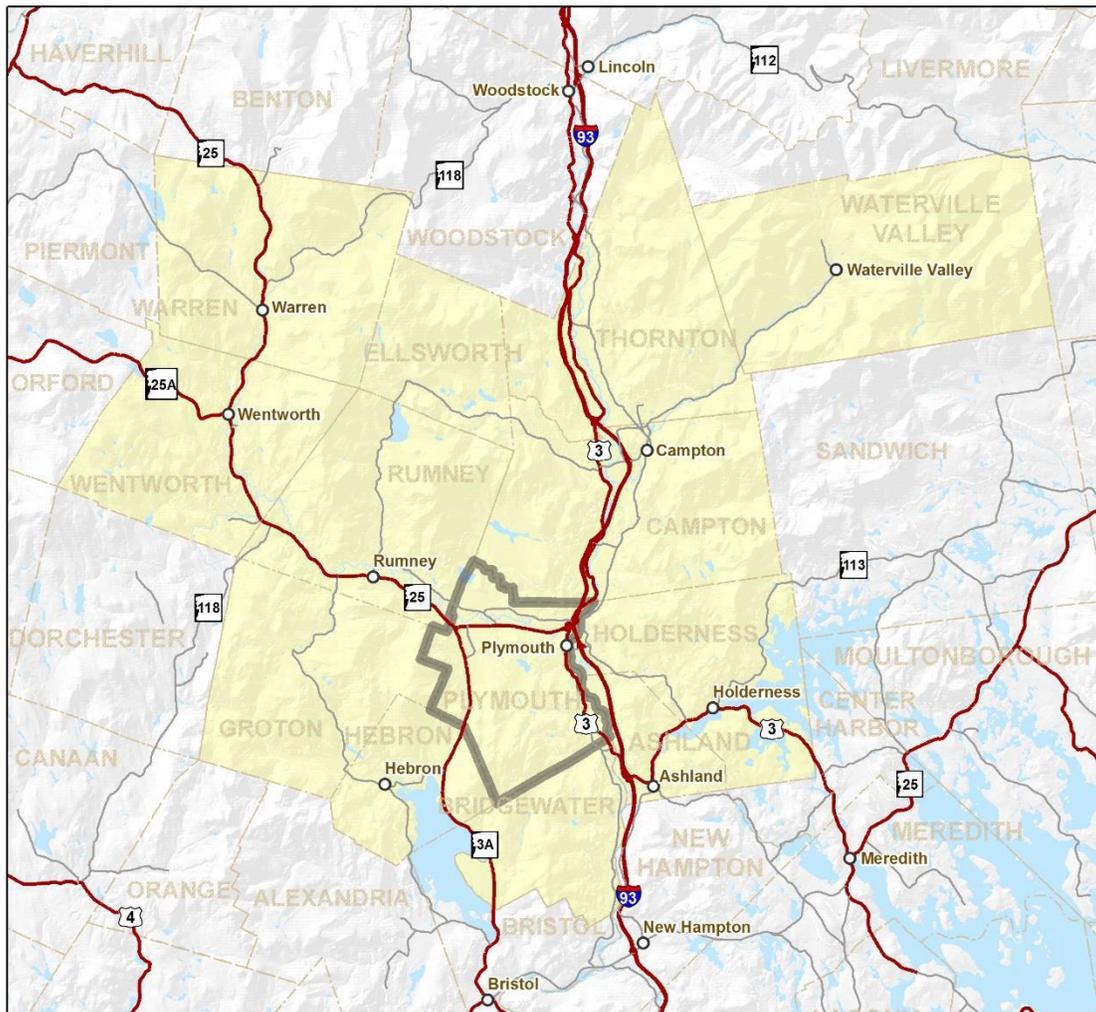
Plymouth is connected to neighboring communities through shared history, natural features, transportation and communication networks, educational and economic systems, and by development trends affecting the entire region. The Planning Board recognizes that Plymouth does not exist in isolation but functions within a larger region that extends beyond Grafton County and across the state.

Plymouth participates in local and regional planning efforts through the Lakes Region Planning Commission and other regional groups, and will continue to do so in the future.

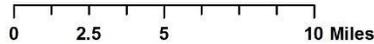


Bird's eye view of Plymouth Regional Airport

Map 1: An overview of the Plymouth area.



	Plymouth Regional Service Area
	Regional Town Centers
	Plymouth Town Boundary
	Class I Roads
	Class II Roads



Data Sources:
 New Hampshire Public Roads Layer, NHDOT 2013. Available from NH GRANIT at www.granit.unh.edu
 New Hampshire Hydrography Dataset, USGS 2006. Available from NH GRANIT at www.granit.unh.edu
 Elevation - DEM, USGS 1999. Available from NH GRANIT at www.granit.unh.edu
 Political Boundaries, USGS 2009. Available from NH GRANIT at www.granit.unh.edu
 Map prepared by North Country Council, November 2017



Chapter Two - Land Use



INTRODUCTION

Plymouth is more developed than surrounding communities, but it is still a largely rural town – residential, commercial, industrial, and transportation land uses cover less than 7% of Plymouth’s total land area. Most residential and commercial development is located in the northeast part of town, near the confluence of the Baker and Pemigewasset Rivers. Terrain constraints, such as steep slopes and wetlands, limit development across large portions of the southern and western parts of town.

Land use planning can help Plymouth reach the following goals:

- Minimize sprawl.
- Preserve the rural character.
- Protect the natural environment.
- Mitigate development impacts on community resources.

Respondents to the 2016 Plymouth Community Survey provided input regarding future development, land use regulations, and conservation of natural resources in the Town of Plymouth. Key takeaways from the survey include:

- Respondents preferred that new residential development be “scattered through town” (29%). Other popular responses included “rural” (11%), West Plymouth/Route 3A (10%), Fairgrounds Road (10%), and Downtown (8%). 18% of respondents had no opinion.
- Respondents preferred that new commercial development occur along Tenney Mountain Highway (42%) or in Downtown (31%).
- Over two-thirds (68%) of respondents agreed that the town should encourage agriculture in rural areas of town.

- Respondents were generally supportive of development restrictions related to the protection of natural resources and features. Respondents most strongly supported development restrictions in or near riverbanks (49%), wetlands (49%), floodplains (46%), scenic ridgelines and hilltops (44%), and steep slopes over 25% (44%).
- Respondents had lower support for development restrictions related to moderately steep slopes (17%), stormwater runoff (27%), and prime agricultural lands (30%). For these resources and features, respondents preferred to “allow development but put conditions on it to protect the environment.”
- When asked if there were specific natural resource areas in town they would like to see conserved, popular responses included: the Baker River and riverfront, the Pemigewasset River, parks such as Langdon and Fox Park, Tenney Mountain, wetlands, and floodplains.

Plymouth’s Zoning Ordinance is its primary land use planning mechanism. The general goals of the Zoning Ordinance are to protect the public from sights, sounds, odors, ground vibrations, groundwater quality, and safety issues that may affect public health and welfare.

It is important that Plymouth’s land use regulations allow the types of development that contribute to Plymouth’s quality of life and economic goals, while protecting and promoting the characteristics that make Plymouth special. It is the responsibility of the Planning Board – with public input – to review the Zoning Ordinances to ensure that they strike the right balance and that they stay relevant as Plymouth changes.

EXISTING LAND USE PATTERNS

Land Cover and Use

The most recent land cover information for Plymouth is derived from a 2012 statewide study and is summarized in the accompanying table. Developed land – including residential, commercial and industrial buildings and the transportation network – makes up less than 7% of the town’s total land area. Land cover datasets from 2002 and 2012 show minimal net changes in developed land in Plymouth during this time period.

Table 1. Plymouth Land Cover		
Land Cover Class	Acres	Total
Developed		
Residential/Commercial/Industrial	525.1	2.9%
Transportation	696.7	3.8%
Cleared/Open		
Disturbed	20.3	0.1%
Other Cleared	961.8	5.3%
Agriculture		
Row Crops	131.3	0.7%
Hay/Pasture	1,227.0	6.7%
Forest		
Beech/Oak	4,067.0	22.3%
Birch/Aspen	26.9	1.5%
Other Hardwoods	1,997.8	11.0%
White/Red Pine	1,847.4	10.1%
Spruce/Fir	1,099.6	6.0%
Hemlock	1,139.7	6.3%
Mixed Forest	3,545.3	19.4%
Open Water	295.5	1.6%
Wetlands		
Forested Wetlands	44.1	0.2%
Non-Forested Wetlands	361.0	2.0%
Total	18,232.7	100.0%
<i>Source: NH Land Cover Statewide Update, 2012 (2001 - 2010 LANDSAT data).</i>		

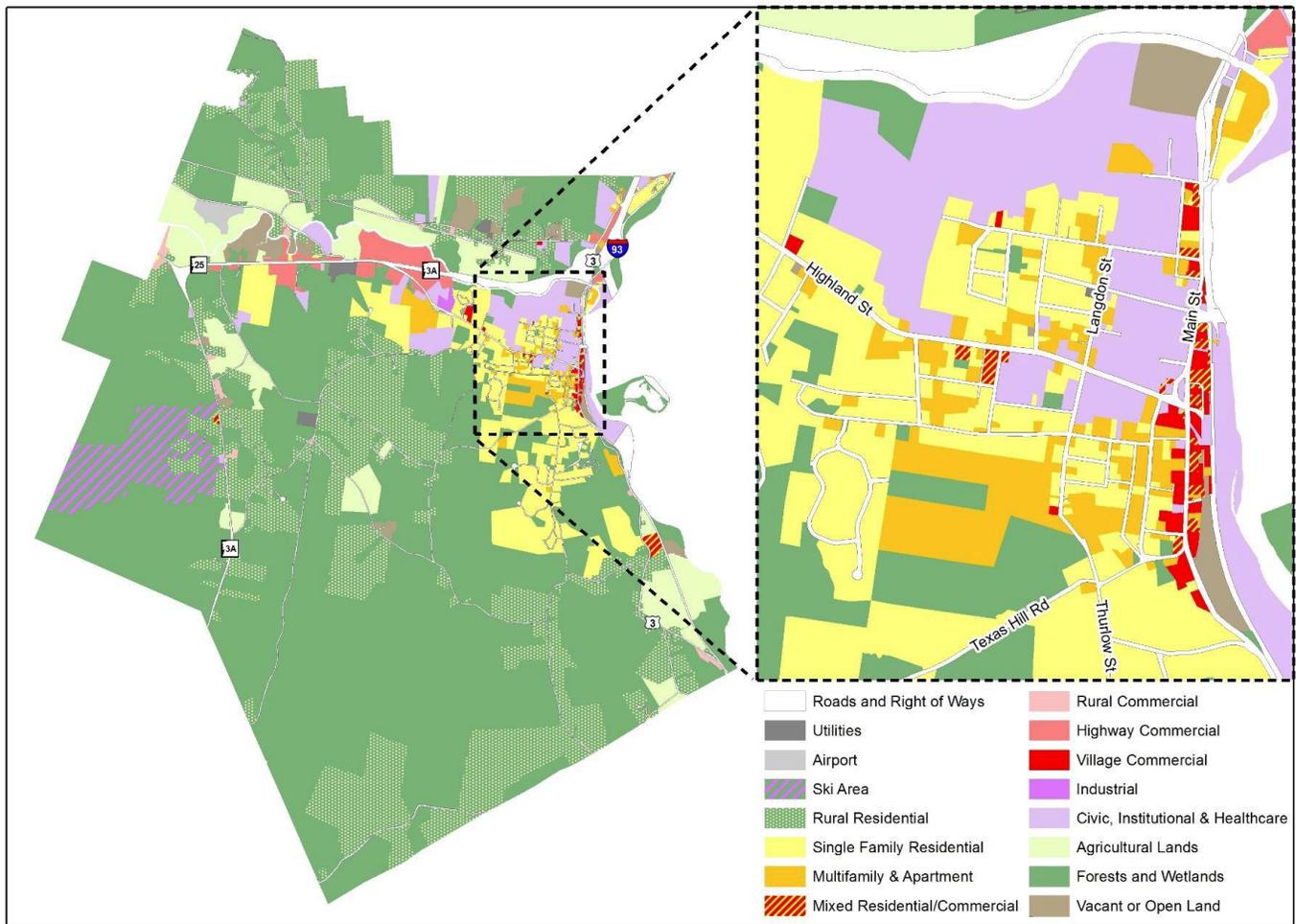
Where the Table 1 shows land cover data, Map 2 shows Plymouth’s current land use patterns.

Land use is classified differently than land cover in a few ways:

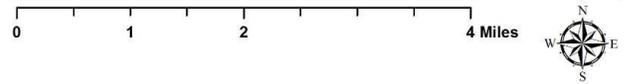
- Developed land cover areas are further classified by their use (rural residential, single-family residential, multi-family residential and apartments, rural commercial, highway commercial, village commercial, mixed residential/commercial, industrial, civic/institutional, ski area, transportation, utilities, airport)
- All forest and wetland land cover classes are lumped into one, as are all agricultural lands.

Map 2 was produced by North Country Council staff in November 2017, using tax parcel and land cover data.

Map 2: Plymouth's land use patterns.



Data Sources:
 New Hampshire Parcel Mosaic. NHDOT 2015. Available from NH GRANIT at www.granit.unh.edu
 2012 Northern New Hampshire Land Cover Reassessment. NH GRANIT 2012. Available from NH GRANIT at www.granit.unh.edu
 Plymouth, NH Property Assessment Information, CAI 2017. Available from CAI Technologies at www.avtsgis.com/plymouthnh
 Map prepared by North Country Council, November 2017



CURRENT LAND USE REGULATIONS

Land use in the Town of Plymouth is currently governed through a series of ordinances and regulations. In 1961, the Town adopted its first zoning ordinance, which has gone through many changes since its inception. The zoning ordinance was last amended in 2017. The Planning Board adopted subdivision regulations in 1971 and site plan review regulations were adopted in 1985.

Zones

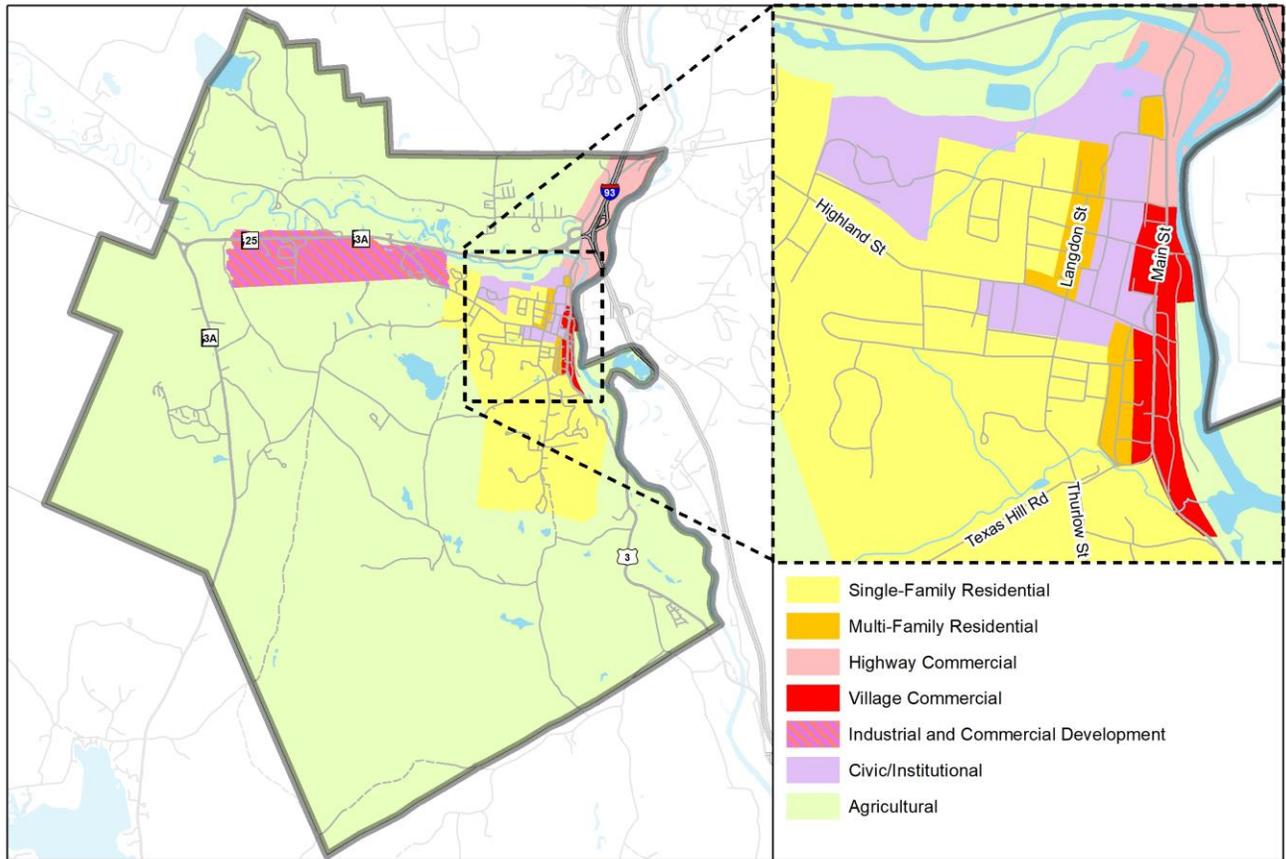
The Zoning Ordinance defines seven land use zones and their boundaries: Agricultural, Single Family Residential, Multi-Family Residential, Village Commercial, Highway Commercial, Civic/Institutional, and Industrial and Commercial Development. These zones are illustrated on Map 3.

Zones	Acres	% Total
Agricultural	15,627	85.7
Single Family Residential	1,512	8.3
Multi-Family Residential	43	0.2
Village Commercial	78	0.4
Highway Commercial	253	1.4
Civic/Institutional	124	0.7
Industrial and Commercial Development	596	3.3
Total	18,233	100.0
<i>Source: North Country Council, August 2005</i>		

There are also three overlay districts: Floodplain Development Overlay, Environmentally Sensitive Zone, and Airport Overlay Zone. The Floodplain Development Overlay is illustrated on Map 4, the Environmentally Sensitive Zone is illustrated on Map 5, and the Airport Overlay Zone is illustrated on Map 6. Generally, the Environmentally Sensitive Zone covers less area than the Floodplain Development Zone.

Note: Maps 3-6 are for illustrative purposes only, they are not official zoning maps of the Town of Plymouth. All maps are available on the Town's website.

Map 3: Plymouth's zoning districts



0 1 2 4 Miles

Data Sources:

New Hampshire Public Roads Layer. NHDOT 2013. Available from NH GRANIT at www.granit.unh.edu

New Hampshire Hydrography Dataset. USGS 2006. Available from NH GRANIT at www.granit.unh.edu

Zoning Ordinance of the Town of Plymouth, NH. Town of Plymouth 2017. Available from Town of Plymouth www.plymouth-nh.org

NH Base Wetlands Assessment Unit ID's. NHDES 2010. Available from NH GRANIT at www.granit.unh.edu

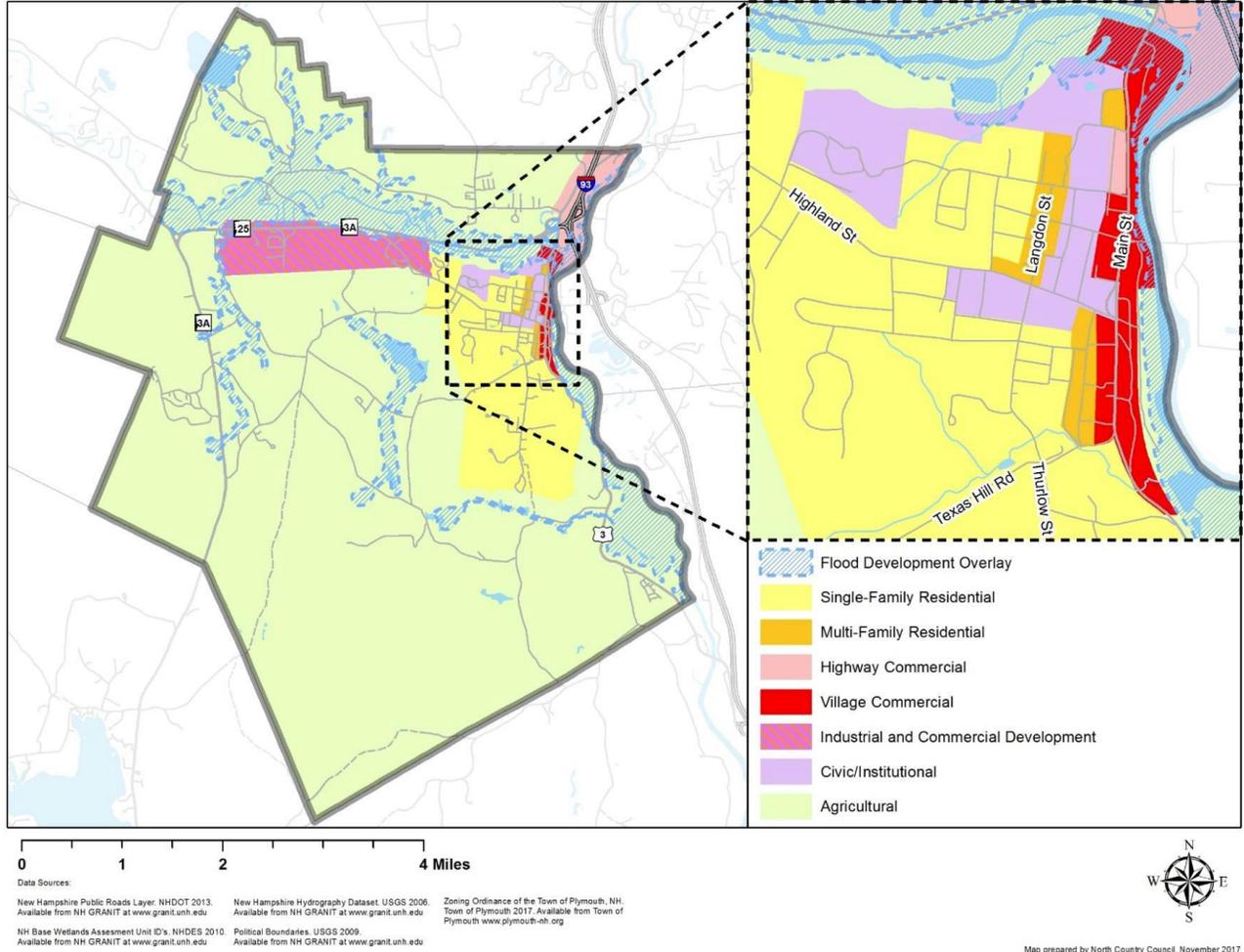
Political Boundaries. USGS 2009. Available from NH GRANIT at www.granit.unh.edu

This map is for illustrative purposes only and is not an official regulatory document.

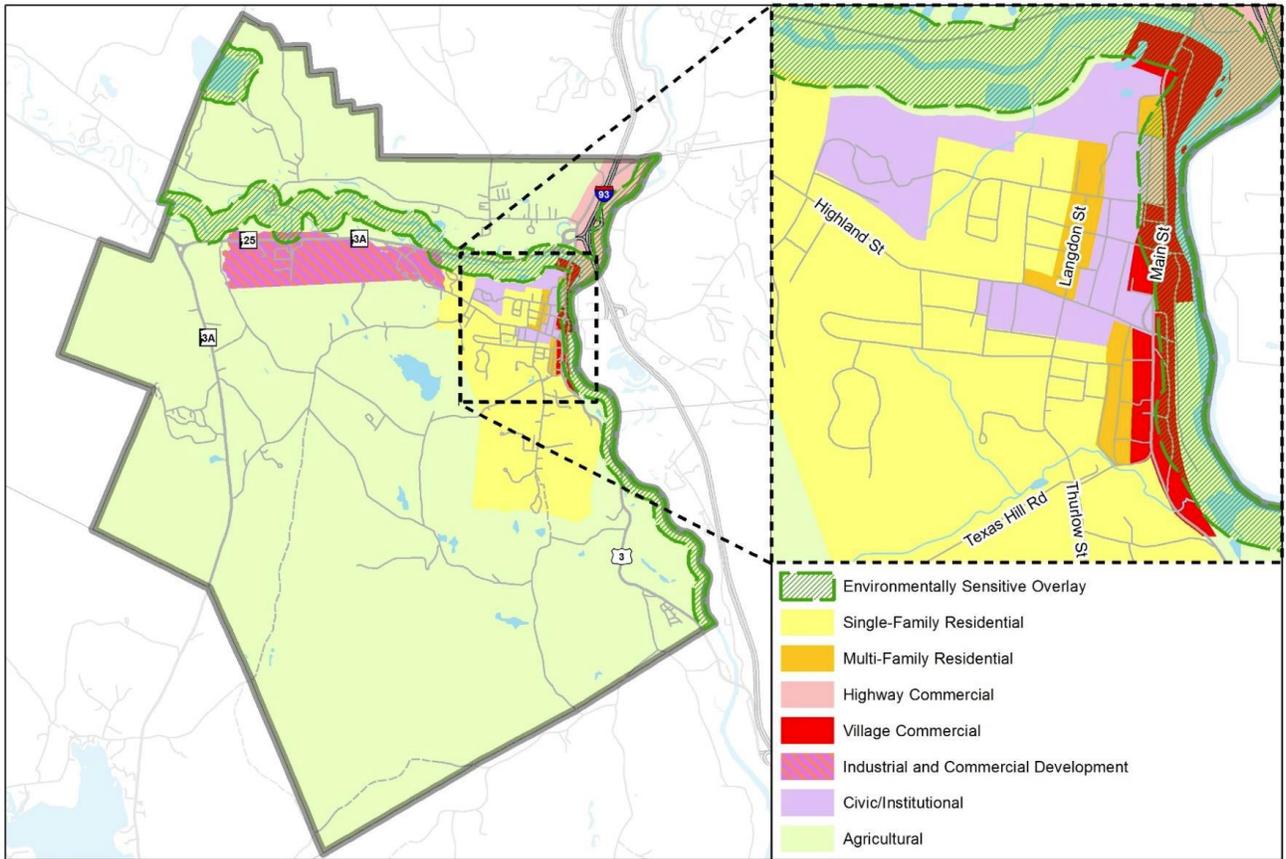


Map prepared by North Country Council, November 2017

Map 4: Floodplain development overlay



Map 5: Environmentally Sensitive Zone



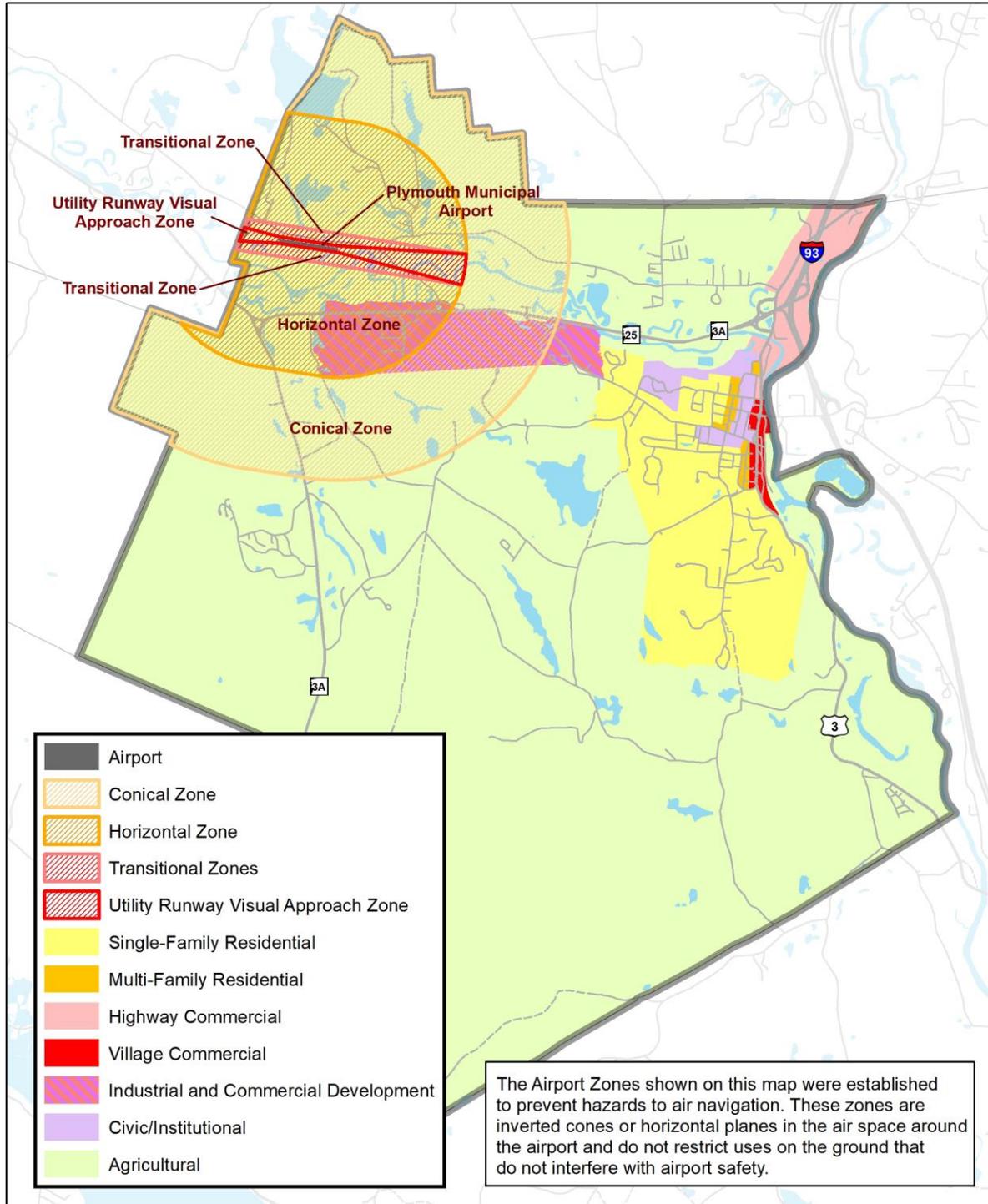
0 1 2 4 Miles

Data Sources:
 New Hampshire Public Roads Layer: NHDOT 2013. Available from NH GRANIT at www.granit.unh.edu
 New Hampshire Hydrography Dataset: USGS 2006. Available from NH GRANIT at www.granit.unh.edu
 Zoning Ordinance of the Town of Plymouth, NH: Town of Plymouth 2017. Available from Town of Plymouth www.plymouth-nh.org
 NH Base Wetlands Assessment Unit ID's: NHDES 2010. Available from NH GRANIT at www.granit.unh.edu
 Political Boundaries: USGS 2009. Available from NH GRANIT at www.granit.unh.edu



Map prepared by North Country Council, November 2017

Map 6: Airport Overlay Zone



0 1 2 4 Miles

Data Sources:
 New Hampshire Public Roads Layer. NHDOT 2013. Available from NH GRANIT at www.granit.unh.edu.
 New Hampshire Hydrography Dataset. USGS 2006. Available from NH GRANIT at www.granit.unh.edu.
 NH Base Wetlands Assessment Unit ID's. NHDES 2010. Available from NH GRANIT at www.granit.unh.edu.
 Political Boundaries. USGS 2009. Available from NH GRANIT at www.granit.unh.edu.
 Zoning Ordinance of the Town of Plymouth, NH. Town of Plymouth 2017. Available from Town of Plymouth www.plymouth-nh.org.
 This map is for illustrative purposes only and is not an official regulatory document.



Map prepared by North Country Council, November 2017

Land Use Regulations

Plymouth’s Zoning Ordinance regulates the types of uses that are permitted in each zone and regulates the dimensions, locations, and density of structures. The tables on pages 16-19 in the 2017 Zoning Ordinance list these uses that are permitted (allowed by right), allowed by special exception, or not permitted. The most restrictive zone is the Single Family Residential Zone, followed by the Multi-Family Residential Zone. The primary intent of restricting uses in the residential zones is to prevent uses that are not compatible with residential neighborhoods, in a way that nuisance laws alone cannot. On the other end of the spectrum, the Agricultural Zone and the Industrial and Commercial Development Zone are the least restrictive zones.

Dimensional Requirements

Plymouth’s Zoning Ordinance also restricts the size and density of buildings, through frontage, lot size, and setback minimums, minimum parking requirements, and maximum building heights. The primary result of these regulations is a limit on the density of development. These regulations can shape the character and aesthetics of an area and can mitigate the impact of density on community resources, such as the demand placed on the water and sewer system.

The Village Commercial Zone has the least restrictive density limitations, allowing for a dense, vibrant, and walkable downtown area. The requirements in the other zones are more restrictive than the Village Commercial Zones, but do not differ much between each other. Although the Agricultural Zone has similar requirements as other zones, the density of development in rural areas of Plymouth is generally limited by other factors (e.g., steep slopes, wetlands) and not by zoning and development requirements.

Zone	Minimum Lot Area	Min. Road Frontage	Min. Setbacks: Front/Side/Rear	Max. Height	Max. Lot Coverage (%)
Agricultural	1 acre*	50-150 ft*	30ft/ 15ft/ 15ft	35 ft	75
Single-Family Residential	0.5-1 acre	50-150 ft*	30ft/ 15ft/ 15ft	35 ft	75
Multi-Family Residential	0.5 – 1 acre*	50-150 ft*	30ft/ 15ft/ 15ft	35 ft	75
Village Commercial	0	50 ft	15ft/ 0ft/ 10ft**	35 ft	100
Highway Commercial	0.5 - 1 acres*	50 - 150ft*	30ft/ 15ft/ 15ft	35 ft	75
Civic/Institutional	0.5 - 1 acres*	50 - 150ft*	30ft/ 15ft/ 15ft	35 ft	75
Industrial & Commercial	0.5 - 1 acres*	50 - 150 ft*	30ft/ 15ft/ 15ft	50 ft	75

Source: Plymouth Zoning Ordinance 2017

* 1.0 acre is required unless a Cluster Residential Subdivision is used in which case density is 0.5 acres.

** Special Exception may allow 0 front and rear setback.

Table 4. Minimum lot size for multi-unit dwellings of three (3) to six (6) units (in square feet):							
Number of Units	SFR	MFR	A	CI	VC	HC	ICD
Properties served by municipal sewage disposal or a private sewage disposal and treatment system designed in accordance with appropriate state standards:							
Three Units	N/A	46,060	46,060	46,060	0	46,060	46,060
Four Units	N/A	48,560	48,560	48,560	0	48,560	48,560
Five Units	N/A	51,060	51,060	51,060	0	51,060	51,060
Six Units	N/A	53,560	53,560	53,560	0	53,560	53,560
Properties with an on-site septic disposal system:							
Three Units	N/A	89,620	89,620	89,620	0	89,620	89,620
Four Units	N/A	92,120	92,120	92,120	0	92,120	92,120
Five Units	N/A	94,620	94,620	94,620	0	92,620	92,620
Six Units	N/A	97,120	97,120	97,120	0	97,120	97,120
<i>Source: Plymouth Zoning Code 2017</i>							

USES

Agricultural

The purpose of the agricultural zone is to promote and permit agricultural land use industries, and their companion and supporting industries. Agricultural land uses can include crop production, animal production, forestry and logging, fishing, and hunting and trapping. Companion uses could include retail sales, such as farm stands, and service industries and other agri-business industries. Plymouth’s Zoning Ordinance allows nearly any type of land use in the Agricultural Zone, either as a permitted use (allowed by right) or by special exception.

The amount of agricultural acreage and the number of farms in Plymouth have generally stabilized in recent years. There are currently several traditional working farms, one of which also includes a truck gardening operation. A deer farm is located on Route 3, near the Bridgewater line. There are numerous hay fields throughout town, largely in the Pemi and Baker River floodplains, although hay fields and pastures are also located in some upland areas of town. A number of small farms are also located in town, raising horses, beef cattle, etc.

A significant amount of land in Plymouth is assessed for taxation purposes on the basis of its current use value. In 2006, 11,569 acres were assessed as forestland of some type, 1,202 acres as farmland, and 299 acres as wetland. The total acreage in current use is 13,070 acres or 77% of the total taxable land area in Plymouth (16,963 acres) in 2006.

The distribution of these lands is shown on the Land Use map (Map 1). Most of the southern half of the town is in current use with other concentrations in the Baker River Valley, along the Campton boundary north of Fairgrounds Road, between Yeaton Road and NH 3A, west of NH 3A and north and south of Reservoir Road. On many of these parcels there are residential or commercial uses. The map identifies an entire parcel if it is listed as current use and does not identify other uses on the property (e.g, does not identify forested lands on a residential property, even if the property is primarily forested). Under the current use regulations, a building may be located on the property in current use but a minimum area of land, generally one acre in Plymouth, is removed from this status where the structure actually is located. Therefore, when a parcel is listed as current use, there may be a commercial or residential use on the property along with the remainder of the land undeveloped.

Residential land use is common throughout the Agricultural Zone, in areas such as Fairgrounds and Beech Hill Roads in the northern end of town, River Road in the southern end, the Mayhew Turnpike in the western end, and Morse and Bell Roads off of the Mayhew Turnpike. In some parts of the Agricultural Zone, steep slopes and large lot sizes result in residential patterns with a rural feel. However, Plymouth's Zoning Ordinance allows for subdivisions and condominiums in the Agriculture Zone. These types of developments do occur in parts of the Agricultural Zone, giving these areas a more suburban feel. While the terrain, lack of water and sewer service, and current use tax strategy encourage forestry and agriculture, those lands will likely continue to face pressure for residential development.

Residential

The most intense residential use of land in Plymouth is concentrated within the immediate area surrounding the downtown and the areas to the west and south of the downtown. Many neighborhoods are comprised of small lots, often one-quarter of an acre in size or less. Mixed together within these neighborhoods are single family dwellings, multi-family dwellings and apartment buildings containing up to six dwelling units (and in some cases more).

Multi-family dwellings are generally located around Plymouth State University, particularly along Russell Street, the northern end of Winter Street, Crawford Street, around the junction of Pleasant and Langdon Streets, eastern Pleasant Street, Langdon Street north of Highland Street and Merrill Street near the junction of Langdon and Bailey Avenue.

There are several large housing complexes located between Langdon and Winter Streets, off southern Langdon Street (senior housing) and Hawthorne Street near Broadway. Nearby single-family neighborhoods continue to be under pressure from multi-family expansion as demand increases for off-campus student housing. The recent construction or refurbishment of residential halls on campus have added on-campus housing capacity and have helped to alleviate this pressure.

Single-family dwellings largely occupy the remaining areas of the village neighborhoods extending to the southern end of Langdon Street to the south, Hilltop Drive, Ash Hill Road, Cross Country Lane and the eastern end of Reservoir Road and River Ridge to the west, Main Street and the college campus to the east and Old North Main Street to the north.

Beyond the immediate area surrounding the downtown, residential dwellings continue to be the predominant use; however, the parcels of land tend to be larger, with more dispersed residences. The Single-Family Residential Zone extends into the northern Texas Hill and Thurlow Hill areas, which contain large parcels and steep slopes. Additionally, these parcels are not tied into the municipal water and sewer system.

Beyond the Single-Family Residential Zone, residential land uses are common throughout the Agricultural Zone. The types of residences vary in form, from single family homes that front directly on rural roads, to subdivisions, manufactured housing parks, condominiums, and apartments. Minimum frontage, setback, and lot size requirements in the Agricultural Zone are the same as those in the Single-Family Residential and Multi-Family Residential Zones, allowing for development that may feel more suburban than rural. One key difference for residents in the Agricultural Zone is that neighboring properties may contain land uses (e.g., farming) that are not permitted in the Single-Family or Multi-Family Residential Zones.

A majority of Plymouth's residents view the Agricultural Zone as a suitable place for future residential development. The two most popular responses to the Community Survey question "Where would you like to see the majority of new residential development occur over the next 15 years?" were "scattered throughout town" (29%) and "rural" (11%). Less than one-third of respondents (30%) agreed that the town should restrict development in prime agricultural lands. At the same time, 67% of survey respondents agreed that the town should encourage agriculture in rural areas of town. Monitoring of land use patterns in the Agricultural Zone will be important to determine if these two goals conflict.

Commercial

The major concentrations of commercial uses in the Town of Plymouth are the traditional downtown center along Main Street and the commercial area two miles west of Interstate 93 along Tenney Mountain Highway.

The downtown commercial area extends along Main Street from the junction with Warren Street in the south to Tobey Road in the north. Commercial uses continue north but become less concentrated and mix with residential uses. Commercial uses in the downtown area are predominantly retail- and service-oriented with some residential and office uses in upper floors. Stores generally front directly on sidewalks and access is mainly pedestrian.

Downtown parking is provided, for the most part, in metered spaces along Main Street. There is municipal parking located along Green Street near the Pemigewasset River which allows long-term and overnight parking. In addition, several businesses own off-street parking spaces ranging in size from a few spaces to nearly fifty spaces. While many of these parking spaces overlook the river, they are at an elevation above the 100-year flood zone.

The area of land between the Boston and Maine Railroad tracks and the Pemigewasset River is also considered part of the downtown. This land is generally undeveloped and contains the Plymouth District Courthouse, the NH Fish and Game river access canoe launch, municipal riverfront park, one multi-family residential building, and a New Hampshire Electric Cooperative substation. A municipal parking lot, the Plymouth Highway Department Garage and the Plymouth Village Water and Sewer District Wastewater Treatment Plant are spread out along the remaining area. On the west side of the railroad tracks is the Regional Senior Center. Various other commercial businesses are located in what is known as the Railroad Square area.

The commercial area along Tenney Mountain Highway begins west of the Baker River and extends west for more than two miles. Commercial uses in this area are predominantly retail- and service-oriented with an occasional residential use. The New Hampshire Electric Cooperative headquarters and regional maintenance building are located in the center of this area. There are also numerous undeveloped sites, including large areas of floodplain along the Baker River and tributaries.

Access to businesses in this area is primarily via automobile, with surface parking areas provided on the developed properties. The majority of individual commercial units are located in plazas, shopping centers, or other clustered sites with several individual uses. Commercial use of the highway becomes much less dense farther west along Tenney Mountain Highway. A Corridor Access Management Plan was prepared by the State of New Hampshire, Town of Plymouth, and the local business community in 2003 and updated in 2013 to guide future development and commercial driveway policies along this stretch of the Tenney Mountain Highway.

Areas of less concentrated commercial areas also exist in Plymouth. These include commercial uses located in the northeast corner of Plymouth along Route 3, along Route 3A from the traffic circle to Tenney Mountain Ski Area, and scattered along Highland Street. Commercial uses occur sporadically on nearly all other outlying streets, and appear either as the predominant use of the property or, more commonly, as a home occupation that is secondary to the residential use of the property.

Civic and Institutional

The Civic/Institutional Zone is located near the center of town. The zone contains most of Plymouth State University, Plymouth Elementary School, Plymouth Regional High School, and Speare Memorial Hospital. This zone also includes the town offices, the U.S. Post Office, the Town Common, the National Guard, two churches, and a bank. Any land owned by the State of New Hampshire is exempt from local zoning ordinances, including land outside the Civic/Institutional Zone.

Most of the Plymouth State University campus is in the Civic/Institutional Zone, with some areas of campus located in other zones in the town core, and athletic facilities located across the river in Holderness. The University is the area's largest employer with a total staff of approximately 750. The University is also responsible for the influx of over 4,100 undergraduate students and over 2,100 graduate students in and around Plymouth. Of these enrolled students, approximately 2,260 live in residential facilities on campus, as of fall 2017. This number is lower than it was 10 years ago, but in recent years, the University has had a net increase of 188 on-campus beds, following the closure of Samuel Read residence hall and then opening of the larger Merrill Place residence hall.

Another major institution is the local school system, consisting of the School Administrative Unit (SAU) #48 building, Plymouth Elementary School (PES), Plymouth Regional High School (PRHS), and the Region 5 Vocational Center in one wing of PRHS. There are over 200 employees in the school complex.

Speare Memorial Hospital, affiliated with Dartmouth-Hitchcock, is located between Hospital Road and Avery Street. The hospital traces its beginning to 1892 and is a 49-bed, fully-accredited institution with 220 employees. The hospital also owns several administrative offices on surrounding streets. There are also several clinics located in Plymouth focused on health care for women and children.

Some civic and institutional land uses occur outside of the Civic/Institutional Zone. The Plymouth District Court is located in the strip between Main Street and the Pemigewasset River, as are the Town Garage, the Senior Center, and the Water Treatment Plant. The Pease Public Library is on Russell Street, the Fire Department is on Highland Street, and the Police Department is north of the downtown area on US Route 3.

Industrial

Industrial uses are allowed by right in the Industrial Commercial Development Zone and are allowed by special exception in the Village Commercial and Highway Commercial zones and the Agricultural zone. Some types of commercial development that are commonly thought of as “industrial” – such as lumberyards, warehouses, and truck terminals – are addressed separately in the Zoning Ordinance use chart. Many previous industrial uses in Plymouth are no longer in operation and have been adaptively reused as commercial or residential facilities.

Unique to the region is Plymouth’s Municipal Airport. This facility serves small single or twin-engine aircraft as well as helicopters. The airport is part of the State and Regional Disaster Airlift (SARDA) Plan. The purpose of the plan is to provide a means to access and utilize general aviation resources within the State when needed to support civil emergency operations. The Plymouth Municipal Airport Master Plan was created in 2015.

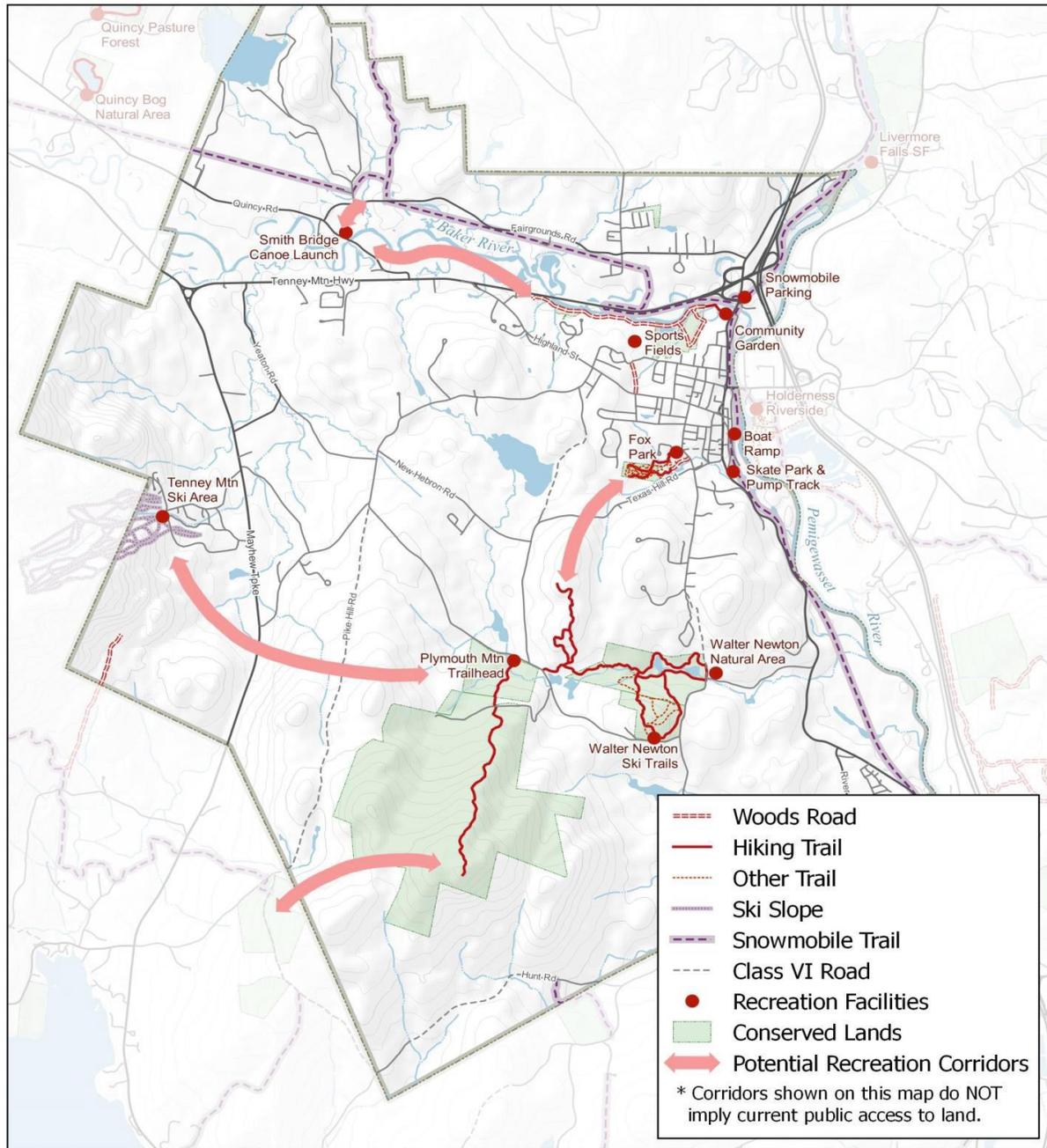
Recreational Uses

Plymouth State University owns Langdon Park, a large wooded area located between the Baker River and Merrill Street extending between the Armory to the east and PRHS to the west. This land is largely undeveloped and has been used formally and informally for University and Town recreational purposes. Fox Pond Park is a large tract of land owned by the Town of Plymouth west and north of the intersection of Langdon Street and Texas Hill Road. The park also includes acreage donated by the Keniston Family. This park is used in the summer by the Parks and Recreation Department summer playground program and for various other events during the year. The pond is stocked yearly and fishing is allowed for children under the age of fifteen, persons over sixty-two and handicapped individuals. There is a system of hiking and mountain biking trails in the woods, beyond the pond and pavilion area, that is maintained by the Pemi Valley chapter of New England Mountain Bike Association, in partnership with the Parks & Recreation Department.

The Plymouth Conservation Commission has acquired properties and applied conservation easements through the Land Conservation Investment Program on several large tracts of land to the north and east of Plymouth Mountain, the Walter Newton Natural Area (WNNA), and a 1000-acre easement on Plymouth Mountain. These lands are protected in perpetuity and are available for public use, with the exception of hunting restrictions on the Walter Newton Natural Area. The Fauver Link and Sutherland Trails connect a parking lot on Old Hebron Road with the summit of Plymouth Mountain, for a hike of approximately two miles each way. The Conservation Commission maintains several parking areas and kiosks in order to provide public access and information.

Map 7 shows the locations of trails and places of recreation in Plymouth and the surrounding communities. Some of the trails on this map are not within permanently conserved land, so public access to these trails depends on the generosity of private landowners. The State of New Hampshire has strong liability protections for landowners who allow free public access for recreation. This map also identifies potential corridors that could be useful for increasing the connectivity of Plymouth's trail network – a concept similar to conservation plans that identify priority corridors and greenways for wildlife connectivity. Some of these corridors already have informal trails, but some have no existing trails. The Baker River is a barrier to connections between downtown and Fairgrounds Road, but the undevelopable land along its banks is a corridor that could be useful for connecting Smith Bridge with the path that runs behind the High School. There are many private and public landowners on this corridor and along the existing path, making such an effort complex. Other potential corridors in the southern end of town allow trail users to get from downtown Plymouth to the upland areas around town, and from Plymouth Mountain to other upland areas in the Newfound Lake region.

Map 7: Plymouth recreation map.



Data Sources:

New Hampshire Public Roads Layer. NHDOT 2017.
 NH Base Wetlands Assessment Unit ID's. NHDES 2017.
 New Hampshire Hydrography Dataset. USGS 2017.

New Hampshire Hydrography Dataset. USGS 2017.
 Political Boundaries. USGS 2009.
 National Elevation Dataset. USGS 2017.
 New Hampshire Trail. NHDNCR, 2017.

Map prepared by North Country Council, November 2017.
 Additional trail data provided by New England
 Mountain Bike Association, Pemi Valley Chapter.

FUTURE LAND USE DEVELOPMENT POTENTIAL

Map 8 illustrates the terrain features in Plymouth that potentially constrain development – wetlands, flood zones, and steep slopes. Much of Plymouth’s development has occurred in a relatively small part of town; much of the town features rugged terrain that is less suitable for development.

However, there are several parts of town that are promising for future development. The potential opportunities and challenges of three of these areas are discussed below, and illustrated on Map 8.

Tenney Mountain Highway (Southwestern end)

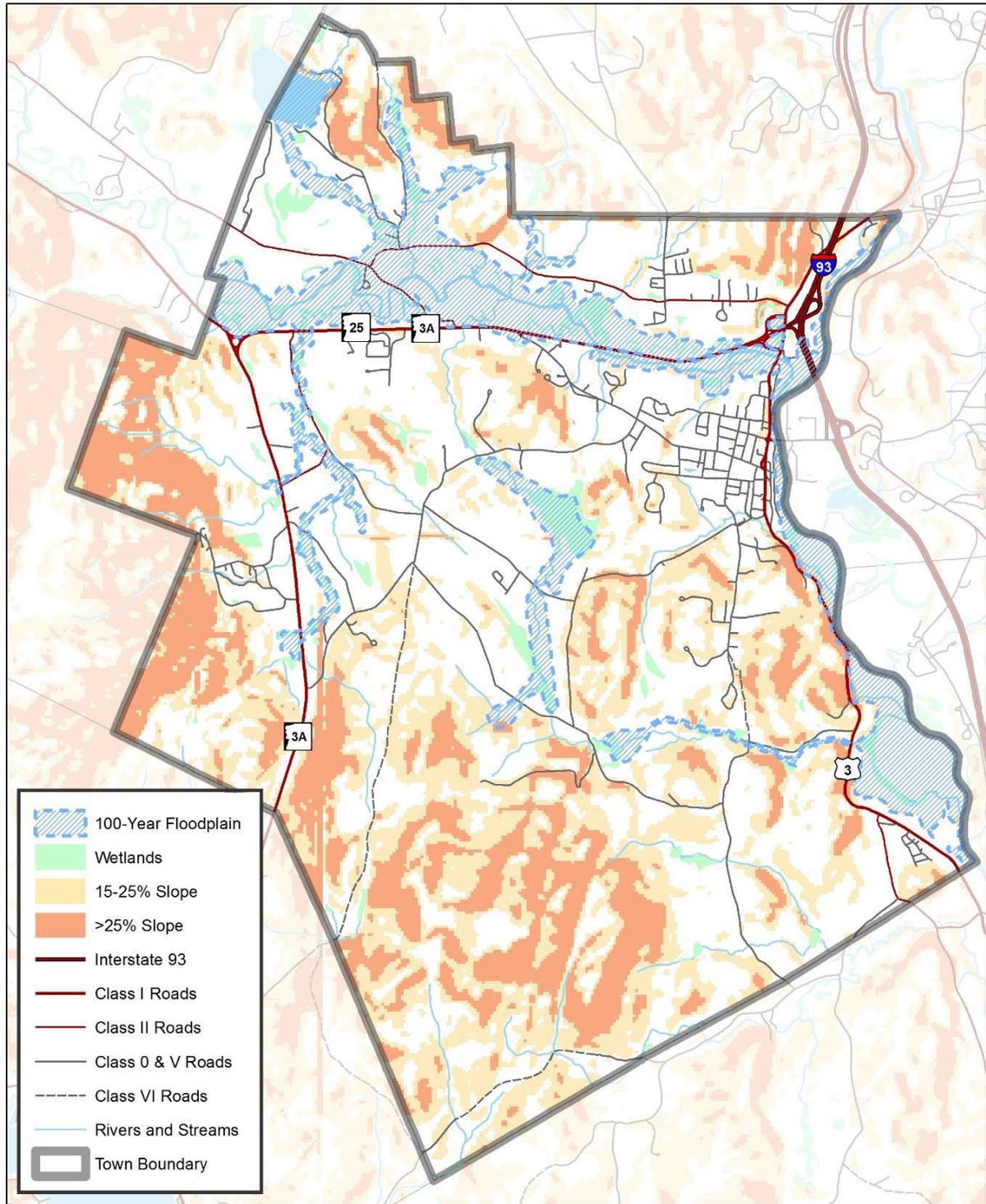
The area of Plymouth with the most development potential is the general region bounded by Tenney Mountain Highway to the north, Clay Bog to the east, the junction of Pike Hill Road, Bell Road and Old Hebron Road to the south and Bartlett/ Yeaton Road to the west. This area offers the greatest concentration of large undeveloped lots that have the fewest identified limitations to development. Half of this area is served or could be served by existing sewer lines and contains little active farming and few historic sites or buildings.

This area does contain three identified wetlands included in the May 2005 Natural Resource Inventory, (available for review in the Town Planner’s Office) which has the most significant wetland in the town of Plymouth (Clay Bog Area). The major road leading into this area is Reservoir Road. Resident respondents to the 2016 Plymouth Master Plan survey were supportive of development restrictions for wetland areas in the town.

Access to this area could be provided via roads leading from Tenney Mountain Highway (Routes 25 & 3A). Tenney Mountain Highway is a major east–west route for the central portion of the state and provides direct access to Interstate 93. Maintenance of the highway is the responsibility of the State. Additional access might be developed from roads leading off Yeaton Road (an unnumbered State road) or directly from Bartlett Road. Bell Road could also provide access from the south, connecting to the southern end of Route 3A.

In response to the 2016 Plymouth Master Plan survey, respondents indicated that they would like to see future commercial development occur along Tenney Mountain Highway, which already contains significant commercial development. Respondents were also strongly supportive of the Town of Plymouth encouraging agriculture in rural areas of the town. Given the significant concentration of large, undeveloped lots, this could be an area where agricultural uses are promoted by the Town. Additionally, respondents were supportive of residential development throughout different areas of the Town.

Map 8: Development constraints.



0 1 2 4 Miles

Data Sources:
 New Hampshire Public Roads Layer. NHDOT 2013. Available from NH GRANIT at www.granit.unh.edu
 New Hampshire Hydrography Dataset. USGS 2006. Available from NH GRANIT at www.granit.unh.edu
 Elevation - DEM. USGS 1999. Available from NH GRANIT at www.granit.unh.edu
 NH Base Wetlands Assessment Unit ID's. NHDES 2010. Available from NH GRANIT at www.granit.unh.edu
 Political Boundaries. USGS 2009. Available from NH GRANIT at www.granit.unh.edu
 Digital Flood Insurance Rate Map. FEMA 2013. Available from NH GRANIT at www.granit.unh.edu



Map prepared by North Country Council, November 2017

Mayhew Turnpike

Another area of growth potential is the area along both sides of the northern part of Route 3A (Mayhew Turnpike), from the Hebron town line to the traffic circle, and west to the Rumney town line. This area contains large tracts of undeveloped land that have some identified limitations to development and some land with no identified limitations to development. Access would be from Route 3A, a state maintained road offering a direct connection to Tenney Mountain Highway and south towards Bristol and the Newfound Lake Region. Few historic structures exist and there are some identified wetlands from the May 2005 Natural Resource Inventory. Resident respondents to the 2016 Plymouth Master Plan survey were supportive of development restrictions for wetland areas in the town. Additionally, respondents were supportive of residential development throughout different areas of the Town.

The only major development in this area is the Tenney Mountain Ski Area and associated condominiums. Three phase power is available at the traffic circle and from Morse Road south on Route 3A to the ski area entrance. Single phase is available on the remainder of Route 3A.

Fairgrounds Road (East)

A third area with growth potential is the area north of Fairgrounds Road and west of Route 3 extending west to the area of the former fairgrounds. The majority of the land has no identified limitations to development and contains several large tracts of land. The areas immediately adjacent to Route 3, Fairgrounds Road, Beech Hill Road and Cooksville Road are moderately developed now. Respondents to the 2016 Plymouth Master Plan survey were supportive of residential development throughout different areas of the Town. Public water and public sewer serves this area, including Route 3 and the first 1/2-mile to the old fairgrounds.

The major access for this area is generally Route 3 or Fairgrounds Road, both State maintained. Beech Hill Road off Fairgrounds Road also acts as an access way to this area.

This area contains a concentrated grouping of historic buildings located in the midst of the residential and commercial development mix near the Campton town line. Three buildings in the groupings are historically significant as cultural resources because of their architecture. In the event of development threats, these buildings may warrant protection.

Another significant historic structure (privately owned) on Fairgrounds Road is an old schoolhouse. Further along is the Riverside Cemetery. A bit further is the old fairgrounds with open space which is owned by the New Hampshire Electric Cooperative. A potential archaeological site exists in a field on the south side of Fairgrounds Road a mile or so to the west of the old fairgrounds site.

There are three small wetlands located in this area. Two are south of Fairgrounds Road and one is north of the road at the junction with Beech Hill Road. These wetlands are identified on the recently developed May 2005 Natural Resource Inventory. Resident respondents to the 2016 Plymouth Master Plan survey were supportive of development restrictions for wetland areas in the town.

The areas least suited for growth are generally associated with the field and floodplains of the Baker River and the steep uplands of Plymouth Mountain. These areas contain significant amounts of either wetlands or steep slopes, both identified as fragile lands. Respondents to the 2016 Plymouth Master Plan survey were supportive of development restrictions for areas containing wetlands, very steep slopes (greater than 25%), and floodplains in the town.

Much of this land is assessed as 'current use' for taxation purposes and there are many large undeveloped tracts of land. There are many wetland areas several of which are shown on the May 2005 Natural Resource Inventory.

AREAS OF FUTURE DEVELOPMENT DEMAND

There are two areas in Plymouth that are likely to face future development pressure, despite terrain and land use challenges. Map 8 shows these areas in green.

Tenney Mountain Highway (North)

The first area of potential future development demand is located along the northern edge of Tenney Mountain Highway, beginning at the intersection with Smith Bridge Road and ending at the traffic circle. This area may be subject to demand for commercial development in future years. There are many existing areas of commercial use in this area and nearby; however, there are still a number of vacant or underutilized parcels. Increased commercial development in this area could place additional demands on municipal infrastructure, increase traffic on Tenney Mountain Highway, and cause associated access management issues.

Single Family Residential Area

The second area of potential future development demand is located in the primarily single-family residential areas near Plymouth State University in downtown Plymouth. Single-family neighborhoods may experience increased demand for multi-family conversion for off-campus student housing. The recent construction or refurbishment of residential halls on campus have added on-campus housing capacity and may help to mitigate this demand to some degree.

OTHER AREAS

The parts of Plymouth not covered by the five areas discussed in the two previous sections are discussed here. While the land use trends and issues in these areas have been more continuous and predictable – or at least less noticeable – than the aforementioned areas, their land use trends should be monitored for emerging issues.

Downtown

The downtown area has suitable terrain for high intensity residential and commercial use, and is already used in such a way. The downtown area is constrained by Pemigewasset River to the east, zoning and existing land uses to the west, steep terrain to the south, and the Baker River to the north. In order to make the most of the land in the downtown area, the Planning Board should consider developing a downtown Master Plan.

Tenney Mountain Highway – Central Portion

Tenney Mountain Highway from Clay Brook (just east of Boulder Point Rd) to the Baker River (just east of Hatch Plaza) is mostly suitable for high-intensity use, with one caveat – it is within the 100 year flood zone of the Baker River. This area is already highly developed and has seen further commercial development since the 2008 Master Plan. This area's proximity to I-93 and downtown Plymouth makes it particularly appealing for commercial development. It will be important to monitor land use in this area for its effect on safety on the Tenney Mountain Highway and its effect on water quality and flood control in the Pemigewasset and Baker Rivers.

Quincy Road & western end of Fairgrounds Rd

This area is in the Agricultural Zone, with the western portion of it under the Airport Overlay, as well. It does not have the same access to water and sewer infrastructure that the eastern end of Fairgrounds Road does. Nevertheless, there is suitable terrain in this area for medium-intensity residential use. It will be important to monitor land use in this area and consider policies that encourage development to occur on the eastern – rather than western – end, if necessary.

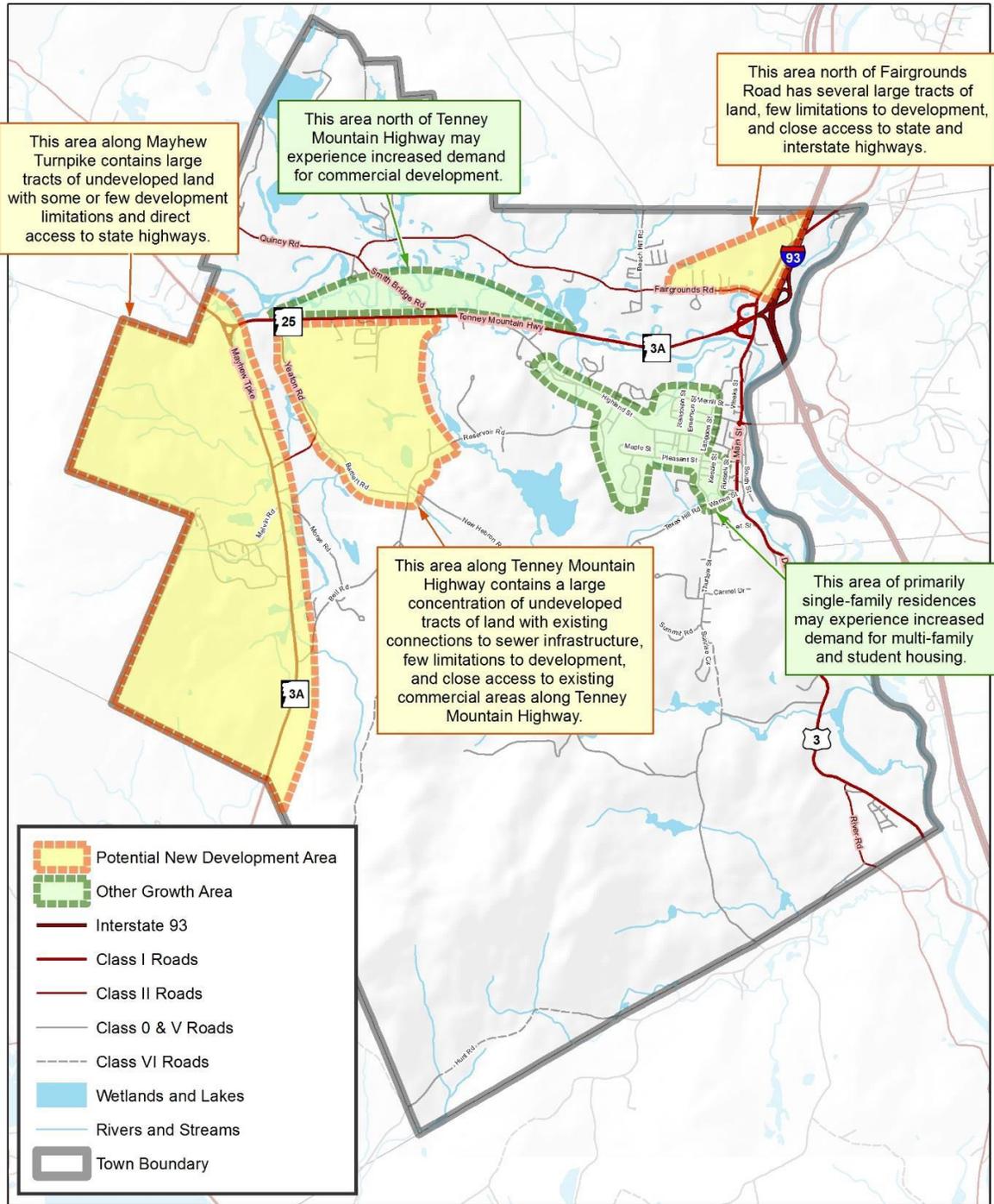
Other Rural Residential

There are other rural areas that have some suitability for low- and medium-intensity residential use, and they mostly occur around Plymouth's rural Class V roads. Generally the land around Reservoir Road, New Hebron Road, Old Hebron Road, Morse Road, and River Road (State-owned) is suitable for this level of residential use. Land around some stretches of Texas Hill Road and Bell Road is also suitable for low- to medium-intensity use. These roads generally have less access to infrastructure and services like water, sewer, electricity, cell phone coverage, and roads. It will be important to monitor residential development in these areas for the demand that it may put on such infrastructure and services.

Less Suitable Areas

Most of the land area in Plymouth is unsuitable for medium- and high-intensity. There are large swaths of land that are in current use and are farmed or forested. Limiting factors to development include wetlands, steep slopes, poor soils, inadequate roads, and significant distances from public water and/or sewer service. The current development patterns are generally dispersed residential development with an occasional commercial use or home occupation included. Parts of town that fit this category include Plymouth Mountain and other upland areas in the western and southern parts of town, and Baker River flood zone.

Map 9: Areas of potential growth and future demand



Data Sources:

New Hampshire Public Roads Layer. NHDOT 2013. Available from NH GRANIT at www.granit.unh.edu

New Hampshire Hydrography Dataset. USGS 2006. Available from NH GRANIT at www.granit.unh.edu

Elevation - DEM. USGS 1999. Available from NH GRANIT at www.granit.unh.edu

NH Base Wetlands Assessment Unit ID's. NHDES 2010. Available from NH GRANIT at www.granit.unh.edu

Political Boundaries. USGS 2009. Available from NH GRANIT at www.granit.unh.edu

Town of Plymouth Master Plan - 2008. Available from Town of Plymouth at www.plymouth-nh.org

Map prepared by North Country Council, November 2017

Chapter Three - Implementation



This chapter articulates the long-range goals for the Town of Plymouth, and identifies the steps necessary for reaching those goals. It is intended to provide direction for making 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 as follows:

- Goals, which serve as statements of aspiration related to Plymouth's long-range vision.
- Policies, Tasks, and Strategies, which should guide local decision making and serve as community position statements on a range of topics, and which describe specific actions to be undertaken by designated bodies.
- Responsibilities, which designate various entities that will be responsible for undertaking various policies, tasks, and strategies.
- Timeframe, which identify the level of priority that policies, tasks, and strategies should receive, including 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.

TOWN-UNIVERSITY PARTNERSHIP

Goal: Foster communication and collaboration between the town government and Plymouth State University **administrators** so that the University continues to be an economic driver for the town, with growth that is compatible with the community character.

Community Relations Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Enhance interaction between town government, residents of Plymouth, and Plymouth State University.	Plymouth State University, Town Administration, Select Board	Short/Ongoing
2. Work closely with Plymouth State University on land use and development issues, through shared master planning results and conceptual project plans, and regular discussion of issues of common concern.	Plymouth State University, Planning Board, Town Administration, Select Board	Ongoing
3. Schedule regular meetings between the Planning Board and Plymouth State University to encourage communication and coordination of town and university plans.	Plymouth State University, Planning Board	Ongoing
4. Strengthen the collaboration among the town, Plymouth State University and property managers/landlords regarding education and enforcement of regulations regarding noise and gatherings.	Town Administration, Plymouth State University, Property Managers/Landlords, Campus Community Council	Short/Ongoing
5. Enforce and regularly review town ordinances to ensure they are addressing residents' concerns as appropriate.	Town Administration	Ongoing

Community Relations Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
6. Attention should be paid to the "boundary" between Plymouth State University 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.	Planning Board, Plymouth State University, Town Meeting Voters	Ongoing
7. Work together to promote safe walking and cycling routes for faculty, staff and students in and around the Downtown area.	Plymouth State University, Town Administration, Planning Board, Select Board, Highway Department, NH Dept. of Transportation, North Country Council	Ongoing

ECONOMIC DEVELOPMENT

Economic Development Goal: Focus economic development activities on growth and redevelopment which will support the tax base and provide livable wage jobs for area residents, while supporting the vision of residents for the future of the community.

Economic Development Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Continue to develop Plymouth’s role as a regional commercial center, in a manner that does not diminish the community's character nor create excessive strip development, by encouraging well planned development that is most appropriate for each commercial area - Downtown (Village Commercial District), Tenney Mountain, Tenney Mountain Highway, and the Highway Commercial District.	Planning Board, Select Board, Town Administration, Highway Dept., NH Dept. of Transportation, North Country Council, Plymouth Village Water & Sewer	Ongoing

Economic Development Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
<p>2. Market the valuable and diverse assets Plymouth has to offer to future entrepreneurs, businesses, and young families, including:</p> <ul style="list-style-type: none"> • easy access to state and interstate highway system • attractive vibrant walkable downtown • housing choices • retail shopping and medical services unusual for a small town • a growing state university • water and sewer infrastructure • high speed internet connectivity • growth of surrounding towns • assistance to business from Grafton County Regional Development Corporation and the Enterprise Center • small town culture • two major rivers • wide variety of local and regional recreational opportunities • easy access to the White Mountain National Forest and the Lakes Region 	<p>Town Administration, Grafton County Regional Development Corporation, Plymouth State</p>	<p>Ongoing</p>
<p>3. Explore the possibility of creating a Community Development Director position.</p>	<p>Town Administration, Select Board, Planning Board</p>	<p>Short</p>
<p>4. Explore the possibility of creating a Community Development Commission.</p>	<p>Town Administration, Select Board, Land Use & Planning Director</p>	<p>Short</p>

Economic Development Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
5. Maintain the viability of the Downtown and increase the economic value to the town. <ul style="list-style-type: none"> a. Create a culture of stewardship of the cultural and historic resources. b. Ensure that land use regulations encourage downtown revitalization and redevelopment of existing structures and space. c. Develop a strong downtown business owners group. d. Ensure that the zoning encourages mixed use development in the Downtown to include retail, offices, higher density housing, restaurants, and service businesses. e. Revisit and update feasibility studies and concept plans developed for the town for infrastructure improvements to revitalize South Main Street, Railroad Square, and develop the southerly extension of Green Street to the Route 3/Warren Street intersection. f. Maintain a land use pattern including residential neighborhoods within walking distance of Main Street. g. Monitor public parking usage and identify options for expanding future capacity if/when needed. 	Planning Board, Town Administration, Select Board, Highway Dept., Plymouth Village Water & Sewer, Central New Hampshire Chamber of Commerce	Short/Ongoing

Economic Development Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
<p>6. Promote development opportunities on Tenney Mountain Highway.</p> <ul style="list-style-type: none"> a) Ensure that land use regulations accommodate continued development of Tenney Mountain Highway in a manner that complements rather than competes with the Downtown, for example, focusing on businesses that require more land and do not depend on student/pedestrian traffic. b) Ensure that the land use regulations encourage dense development, rather than provide obstacles. Couple the density incentives with Low Impact Development principles to ensure that any increased stormwater runoff is addressed on-site. c) Develop development guidelines which will result in incremental improvement in the appearance of the area and in pedestrian/bicycle safety. d) Review and revise Zoning Ordinance to encourage infill, redevelopment, and dense mixed use development, and eliminate uses which will represent inefficient use of valuable development capacity. e) Incorporate access management standards in zoning, subdivision regulations, and site plan review regulations as appropriate as recommended in the Tenney Mountain Highway Corridor Access Management Plan. f) When reviewing proposed developments, refer to the curb-cut, realignment and shared access recommendations in the Tenney Mountain Highway Corridor Access Management Plan to identify opportunities to implement the plan. g) Develop a plan for safe pedestrian and bicycle access and circulation. h) Work with NHDOT to develop a memorandum of understanding regarding review and issuance of access permits. 	<p>Planning Board, Town Administration, Select Board, Highway Dept., Plymouth Village Water & Sewer</p>	<p>Ongoing</p>
<p>7. Encourage four-season recreational development at Tenney Mountain. Revise land use regulations to support commercially-viable, mixed use, resort-type development including high density residential units. Explore opportunities to provide incentives for needed infrastructure improvements.</p>	<p>Planning Board, Town Administration, Town Meeting Voters</p>	<p>Short</p>
<p>8. Ensure that the zoning ordinance does not, in general, allow new businesses in areas of town not identified for business growth.</p>	<p>Planning Board, Town Administration, Town Meeting Voters</p>	<p>Short</p>

Economic Development Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
9. Explore the potential economic and social benefits of emphasizing the aging population as a growth driver by building on the walkability of much of Plymouth, and availability of services and cultural opportunities.	Planning Board, Town Administration, Select Board	Medium
10. Ensure that the community - business community, town and high school - maximizes the benefits of hosting Plymouth State University and the Enterprise Center at Plymouth, for example, to create a culture of entrepreneurship, and integrate student interns into local businesses.	Town Administration, GCRDC, PRHS	Short
11. Ensure that available developable (or re-developable) space is zoned to accommodate business growth stimulated by Plymouth State University, the Enterprise Center at Plymouth, and others.	Planning Board, Town Administration, Town Meeting Voters	Medium
12. Inventory vacant, under-used, or town-owned 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 when consistent with adjacent neighborhoods.	Town Administration, Town Meeting Voters	Medium
13. Pursue opportunities to collaborate with state and regional economic development partners, including to learn from the experiences of other communities with similar features.	Planning Board, Town Administration, Select Board	Ongoing
14. Continue to develop and upgrade local telecommunications technology and infrastructure in a manner consistent with the town's character.	Town Administration, Select Board	Ongoing
15. Support home-based businesses that are compatible with residential uses and do not adversely affect adjoining properties. Review and revise Zoning Ordinance to clearly define and differentiate between home businesses and home occupations and provide clear criteria for assessing the compatibility of home businesses with residential uses and adverse effects on adjoining properties.	Planning Board, Town Administration, Town Meeting Voters	Ongoing

Economic Development Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
16. Continue to support strategies to maintain and improve the continued economic viability of local agriculture and forest. 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.	Planning Board, Town Administration, Conservation Commission, Select Board	Ongoing
17. Encourage local initiatives to encourage area residents, institutions and business to support local businesses and to purchase competitively priced goods and services from local producers and vendors, whenever feasible.	Town Administration, Select Board, Plymouth State	Ongoing
18. Continue to seek Town/University collaboration on public transit.	Town Administration, Select Board, Plymouth State, Transport Central	Ongoing

LAND USE

Land Use Goal: Maintain the uniqueness and build upon the strengths of each area of Plymouth.

Land Use Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Develop one correct zoning map that resolves the inconsistencies currently existing between the digital version, the Zoning Board of Adjustment map on the website, and the colored map used by the Planning Office.	Planning Board, Town Administration, Code Enforcement Officer, Land Use & Planning Director	Short
2. Review zoning ordinance for inconsistencies and clarity.	Planning Board, Town Administration, Town Meeting Voters	Short

Land Use Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
3. Clean up the zoning district boundaries so they are easier to interpret. Consider areas where zoning district boundaries might be changed to follow lot lines.	Planning Board, Town Administration, Code Enforcement Officer, Land Use & Planning Director, Town Meeting Voters	Short
4. Establish written descriptions and objectives for each district to guide the Zoning Board of Adjustment in deciding on applications for special exceptions.	Planning Board, Town Administration, Town Meeting Voters	Short
5. Review and revise the tables of permitted uses and those requiring a special exception, as well as the criteria for a special exception, to ensure they are consistent with the goals of the community and the objectives of the district.	Planning Board, Town Administration, Town Meeting Voters	Short
6. Re-examine the boundaries of the Agricultural Zone and revise the use table to encourage single family residences, forestry, agriculture and recreation, and allow other compatible uses by special exception. Consider re-zoning some places in the Agricultural Zone to Commercial to accurately reflect their current and future use.	Planning Board, Town Administration, Town Meeting Voters	Medium
7. Consider expanding the Single Family Residential zone to include additional areas of the more easily developable lands.	Planning Board, Town Administration, Town Meeting Voters	Medium
8. Monitor the effects of Plymouth’s new Accessory Dwelling Unit (ADU) Zoning Ordinance (2017).	Planning Board, Town Administration, Town Meeting Voters	Short
9. Create definition for a retirement community that does not provide continuing care and consider adding it to the uses allowed by special exception in the Single Family Residential (SFO) zone.	Planning Board, Town Administration, Town Meeting Voters	Short
10. Review the special exception criteria and consider adding guidance for the Zoning Board of Adjustment for specific criteria to be considered for all uses, i.e., to assist with the interpretation of “character of the area.”	Planning Board, Town Administration, Town Meeting Voters	Short

Land Use Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
11. Review the Zoning Ordinance and Site Plan Review Regulations to ensure they are truly agriculture-friendly, including the ability to modernize as needed to keep up with changing technology and the global economy.	Planning Board, Town Administration, Conservation Commission, Town Meeting Voters	Medium
12. Review the Zoning Ordinance, Site Plan Review Regulations and Subdivision Regulations to ensure that stormwater is not leaving developments in greater quantity or higher velocity or at lower quality than existed prior to the development. Encourage approaches to site design and parking that will reduce impervious surfaces.	Planning Board, Town Administration, Conservation Commission, Town Meeting Voters	Short
13. Consider amending the zoning to add a steep slope overlay zone to prevent erosion and manage storm water runoff.	Planning Board, Town Administration, Conservation Commission, Town Meeting Voters	Medium
14. Consider and support ordinances that protect streams, wetlands, and riparian buffers.	Planning Board, Town Administration, Conservation Commission, Town Meeting Voters	Medium - Ongoing
15. Review the parking requirements and incorporate some flexibility, e.g., enable applicants to provide adequate evidence that less parking will be required, allow shared parking, and off-site parking.	Planning Board, Town Administration, Conservation Commission, Town Meeting Voters	Medium
16. Consider limiting the slope of driveways to prevent runoff and ensure access in an emergency.	Planning Board, Town Administration, Conservation Commission., Town Meeting Voters	Medium
17. Include in the Town’s Annual Report information on impact fees collected.	Town Administration	Ongoing
18. Update Article X of the Zoning Ordinance to clarify the need for, and the goals of, impact fees.	Planning Board	Medium

Land Use Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
19. Review, and update as needed, the Town’s Subdivision regulations (2002) and Site Plan regulations (2007) to include the Town’s specifications regarding drainage, storm water, and road construction details for new private and public roads.	Planning Board, Select Board, Town Administration, Town Meeting Voters	Medium
20. Review, and update as needed, requirements for driveway permits, including culvert sizing, maximum slope, and storm water design features.	Planning Board, Select Board, Town Highway Dept., Town Administration, Town Meeting Voters	Medium
21. Review current and future land uses around the airport and consider potential zoning map changes, if needed.	Planning Board	Ongoing

HOUSING

Housing Goal: Encourage the development and maintenance of safe and affordable housing for residents of all ages.

Housing Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Collect available demographic data and review annually.	Town Administration, Planning Board	Ongoing
2. Continue to enforce health and safety regulations, including the state building code, local occupancy limits, and registration of rental units.	Code Enforcement Officer, Land Use & Planning Director, Select Board	Ongoing
3. Continue seeking registration of rental units, and revisit adoption of inspection requirement for rental units.	Select Board, Code Enforcement Officer, Land Use & Planning Director, Town Meeting Voters	Short

Housing Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
4. Strictly enforce accessory dwelling unit and dwelling unit occupancy requirements.	Town Administration	Ongoing
5. Ensure that there is an adequate supply of accessible dwelling units in and near the downtown and other neighborhoods to serve the needs of the growing senior population.	Town Administration, Housing Providers	Ongoing
6. Encourage residential uses above the first floor in the Downtown, and continue to prohibit residential uses on the street level.	Planning Board	Ongoing
7. Maintain the single- family neighborhood feel of the Single-Family Zone by continuing to prohibit multifamily dwellings and carefully manage duplexes.	Planning Board, Town Meeting Voters	Ongoing
8. Explore educational opportunities to improve understanding of student occupancy limits and related issues. Establishing a relationship with real estate agents will help avoid future conflicts and could help inform new owners of student housing regulations.	Code Enforcement Officer, Land Use & Planning Director	Short/Ongoing
9. Support Plymouth State University’s efforts to keep dorm capacity in line with student enrollment.	Planning Board, Town Administration, Select Board	Ongoing
10. Consider providing density bonuses when housing will be permanently affordable.	Planning Board, Town Meeting Voters	Medium
11. Enable creative site design to minimize development costs while providing a mix of housing types and conserving high priority resources.	Planning Board, Town Meeting Voters	Short/Ongoing

HISTORIC, NATURAL AND CULTURAL RESOURCES

Historic Resources Goal: Increase emphasis on Plymouth's rich historic legacy.

Historic Resources: Policies, Tasks and Strategies	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
<p>1. Involve students in place-based education to build on the work begun in the 1990 North Country Council historic resource study with the following steps:</p> <ul style="list-style-type: none"> a) Complete a survey of historic resources throughout town. b) Survey and map (via GPS) cellar holes and other historical archaeological sites in order to document evidence of early dwellings and other structures. 	<p>Historical Society, Plymouth State, High School</p>	<p>Medium</p>
<p>2. Work collaboratively with Plymouth State University to encourage the protection of landmark structures such as the Plymouth Railroad Station/Senior Center downtown, and the Rollins Block, Holmes House, Rounds Hall, and the Draper-Maynard Building on the University campus, through nomination for inclusion in the National Register for Historic Places, and expansion of the existing Historic District and/or creation of additional Historic District.</p>	<p>Historical Society, Planning Board, Select Board, Town Administration, Plymouth State</p>	<p>Medium</p>
<p>3. Document the architectural features outside of the downtown area, engage students in undertaking a photographic update of the George Clark Collection of photographs of Plymouth houses.</p>	<p>Historical Society, Plymouth State, High School</p>	<p>Medium</p>

Historic Resources: Policies, Tasks and Strategies	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
4. Preserve scenic landscape elements by designating additional scenic roads pursuant to RSA 231:157. Consider such a designation for Texas Hill Road and Bell Road.	Historical Society, Conservation Commission, Planning Board, Select Board , Town Meeting Voters	Short
5. Support conservation easements as a means for preserving historic rural character.	Conservation Commission , Select Board, Town Administration, Pemi-Baker Land Trust	Ongoing
6. Explore the potential to refresh the Heritage Trail with improved ADA access, walkways, scannable interpretive identification markers, and new brochures.	Conservation Commission, Historical Society , Chamber of Commerce	Long/Ongoing

Natural Heritage Goal: Responsible stewardship and sustainable use of Plymouth's natural and scenic resources in a manner that protects and enhances the town's natural environment for the benefit of current and future generations.

Natural Heritage Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Utilize and build upon the 2005 Natural Resources Inventory developed by Watershed to Wildlife for the town.	Conservation Commission, Planning Board	Ongoing
2. Manage the town's natural resources sustainably by: <ul style="list-style-type: none"> • Ensuring that the removal of sand, gravel, and other mineral resources does not permanently degrade the landscape, or adversely impact ground or surface waters; • Minimizing the loss of productive farm, forest and open land; • Guiding growth to priority development areas; and • Minimizing the impact of development on the landscape. 	Planning Board , Select Board, Zoning Board of Adjustment, Conservation Commission , Town Administration, Town Meeting Voters	Ongoing

Natural Heritage Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
3. 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.	Planning Board , Select Board, Zoning Board of Adjustment, Conservation Commission , Town Administration, Town Meeting Voters	Ongoing
4. Prevent degradation of water resources by: <ul style="list-style-type: none"> • Evaluating current zoning setbacks from rivers and streams for adequacy, and make changes as deemed necessary; • Preventing potential adverse impacts to groundwater resources, including depletion and degradation of water quality, from groundwater extraction; • Ensuring that development within wellhead protection areas is carefully designed to prevent adverse impacts to groundwater supplies; • Requiring proper erosion control measures and storm water management during all development, including road construction and maintenance; and • Controlling road salt storage areas and snow dumps to prevent contamination of waters. 	Planning Board , Select Board, Plymouth Village Water & Sewer, Zoning Board of Adjustment, Conservation Commission , Town Administration, Town Meeting Voters	Ongoing
5. Work with owners of large properties in rural areas to identify alternatives to conventional development, such as cluster or conservation development.	Planning Board , Conservation Commission	Ongoing
6. Support the efforts of local, regional and statewide conservation organizations to identify and protect important properties in town through voluntary programs such as conservation easements.	Conservation Commission , Select Board, Town Administration	Ongoing
7. Work with NH Fish and Game to inventory wildlife habitat, including wildlife travel corridors, and to develop strategies for the preservation of that habitat.	Conservation Commission	Short

Natural Heritage Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
8. Develop an integrated natural resource protection strategy that educates and engages residents in understanding the connections between the most environmentally sensitive areas of town, groundwater resources, surface waters, important wildlife habitat, forests, farmland, recreation resource lands, and greenways through land acquisition/conservation, education, application of best management practices, and/or low-impact development strategies.	Conservation Commission, Planning Board, Select Board, Town Administration, Town Meeting Voters	Medium
9. 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.	Conservation Commission, Planning Board, Town Administration	Medium
10. Protect fragile resources and environmentally sensitive areas and reduce environmental hazards by maintaining the Environmentally Sensitive Overlay Zone and updating other land use regulations. At a minimum, such regulations shall: <ul style="list-style-type: none"> • Protect important aquifers from toxic and hazardous materials. • Protect wetlands, floodplains, and shorelines of major rivers, from development impacts. • Require erosion control on development on steep slopes. • Require proper management of storm-water. • Prevent the emission of excessive light, fumes, dust, odor, smoke and noise from all non-agricultural land uses. 	Planning Board, Town Administration, Conservation Commission, Town Meeting Voters	Ongoing
11. Encourage open space development and siting of development away from scenic resources and such physical features as open fields, ridgelines and hillsides.	Planning Board, Town Administration	Ongoing
12. Incorporate incentives in the zoning and subdivision regulations to encourage subdivision designs that maintain the scenic quality of agricultural lands and other open space.	Planning Board, Town Administration, Town Meeting Voters	Ongoing

Natural Heritage Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
13. Ensure that expansions of service areas by the Plymouth Village Water & Sewer District are complementary to community goals.	Town Administration, Select Board , Plymouth Village Water & Sewer	Ongoing
14. Monitor and address invasive species through such means as education of landowners and the town road crew.	Conservation Commission , Plymouth State, PRHS, NHDES, Highway Dept.	Ongoing

Arts and Culture Goal: Enhance the support and promotion of arts and culture as a key component of Plymouth’s community vitality.

Arts and Culture Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Provide a clearinghouse for the coordination of all of Plymouth’s cultural activities, e.g., an online calendar linked to town website with events of community groups and Plymouth State University. Include classes and workshops.	Town Administration , SAU 48, Plymouth Elementary, High School, Parks & Rec, Plymouth State, Grafton County Senior Citizens Council, Library, Pemi-Baker TV, Chamber of Commerce, Arts Council (new)	Short (develop)/ Ongoing (maintenance)
2. Support seasonal events such as festivals that feature local history, artists, writers and craftspeople.	Community , Town Administration, Parks & Rec, Plymouth State, Arts Council (new)	Ongoing
3. Identify and work to eliminate barriers to residents’ participation in cultural programming.	Community , Town Administration, Parks & Rec, Arts Council (new)	Ongoing

Arts and Culture Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
4. Consider establishing a permanent, independent cultural commission or arts council.	Select Board	Medium
5. Continue to assess current cultural facility needs.	Capital Planning Committee, Parks & Rec, Community, Plymouth State, Arts Council (new)	Ongoing
6. Develop consistent, affordable, year-round arts and culture classes for all ages and abilities.	Parks & Rec, Community, Grafton County Senior Citizens Council, SAU 48, Plymouth Elementary, High School, Library, Plymouth State, Arts Council (new)	Long
7. Promote the quality of life in Plymouth as enriched by its cultural assets.	Chamber of Commerce, Town Administration, Parks & Rec, Library, Plymouth State, Arts Council (new)	Ongoing
8. Work with state and regional economic development, tourism, and hospitality industry to promote the cultural identity of Plymouth and the region.	Chamber of Commerce, Arts Council, Plymouth State	Long

INFRASTRUCTURE

Community Facilities and Services Goal: Provide and maintain community facilities and services, utilities and energy to meet present and future demands of Plymouth residents in a cost efficient and environmentally sound manner, one which shapes the future development of the community in the direction desired by residents.

Community Facilities and Services Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. 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.	Select Board , Town Administration, Plymouth Village Water & Sewer, SAU 48	Ongoing
2. Continue to maintain an up-to-date Capital Improvements Program that forecasts needs for large equipment purchases and replacements and infrastructure improvements related to emergency services, solid waste management, water and sewer, recreation, library services/information technology, land purchase, transportation, education, and general governmental, and coordinates the timing of municipal, school, Plymouth State University, and Plymouth Village Water & Sewer District (PVWSD) projects.	Select Board , Town Administration, Planning Board, Plymouth Village Water & Sewer, Plymouth State University, SAU 48	Medium > Ongoing
3. Ensure that all development is accessible to emergency service vehicles and require all new development to provide for fire protection.	Planning Board , Select Board, Town Administration	Ongoing
4. Ensure that consideration of the demands on municipal infrastructure associated with proposed developments is routinely incorporated in the development review process. Ensure that the developer pays their fair share of any needed improvements. Prevent development from overburdening the town's ability to provide services and facilities in a cost effective manner.	Planning Board	Ongoing
5. Continue to support regional and not-for-profit organizations that provide important community services and betterment projects.	Select Board, Town Administration	Ongoing

Community Facilities and Services Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
6. Manage the pace and the scale of development to ensure the Town, Plymouth Village Water & Sewer and NHDOT can provide adequate facilities and services.	Planning Board, Town Meeting Voters, Town Administration	Ongoing
7. Assess the public safety facility needs, including consideration of a public safety complex.	Select Board, Town Administration	Short
8. Actively explore alternative funding mechanisms such as public-private partnerships and grants for facilities and services to minimize the property tax burden.	Town Administration, Select Board	Ongoing
9. Continue a strong and visible commitment to energy efficiency and sustainability.	Energy Commission, Town Administration, Select Board	Ongoing
10. Actively explore and present to the Select Board renewable energy possibilities on Town owned property to reduce energy costs to the Town.	Energy Commission, Town Administration, Select Board	Medium

Education Goal: Promote timely coordination and cooperation of public school and town planning efforts.

Education Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Strive to increase opportunities to strengthen and expand communication and coordination of municipal and school plans through such means as, e.g., holding an annual meeting between the Planning Board and School Boards and SAU 48. Recognizing that relationship-building is an important ingredient to communication and coordination, take advantage of opportunities for joint municipal-school activities and programs.	Planning Board, SAU 48, Plymouth Elementary, High School	Ongoing

Education Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
2. Continue to share residential development proposals with the SAU and School Boards for collaborative impact analysis.	Planning Board, Town Administration, SAU 48, Plymouth Elementary, High School	Ongoing
3. Revisit school enrollment projections periodically 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.	Town Administration, SAU	Ongoing
4. Coordinate with SAU 48 to prevent tax rate spikes.	Town Administration, Select Board, SAU, Plymouth Elementary, High School	Ongoing
5. Hold joint budget discussions annually.	Select Board, Town Administration, SAU, Plymouth Elementary, High School	Ongoing
6. Improve integration of schools into transportation planning; ensure multimodal connectivity.	Town Administration, Select Board, SAU, Plymouth Elementary, High School	Short/Ongoing

Recreation Goal: Enhance and expand the recreational opportunities in Plymouth for all ages.

Recreation Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Continue to provide, enhance and expand recreation activities, balancing cultural/arts programs and athletics to meet town needs for people of all ages.	Parks & Rec	Ongoing

Recreation Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
2. Emphasize and support "life-time" or "carryover" sports and activities.	Parks & Rec	Ongoing
3. Ensure facility maintenance is adequately funded and safety issues are addressed.	Select Board, Town Administration, Parks & Rec	Ongoing
4. Coordinate and cooperate with the School Administrative Unit, Plymouth State University, neighboring communities, and private organizations in providing recreational opportunities and developing new facilities.	Select Board, Town Administration, Parks & Rec	Ongoing
5. 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.	Parks & Rec, Conservation Comm.	Medium
6. Explore the feasibility of a year-round community center/recreational facility.	Parks & Rec, Conservation Comm.	Medium
7. Support the work of the Pemi Youth Center.	Parks & Rec, Plymouth Elementary, High School	Ongoing
8. Ensure that the Conservation Commission's trails map is widely available, e.g., online and in the town office, library, schools and senior center. Post large copies on kiosks at trailheads.	Conservation Comm., Parks & Rec	Short
9. Inventory all trails in town open to the public and develop a trails plan including a maintenance plan for trails.	Conservation Comm., Parks & Rec, Plymouth State, Other Trails Organizations	Medium
10. Encourage, and when appropriate, require, developers to set aside land, including river access, for the provision of the recreation needs of future residents of all ages.	Planning Board	Ongoing
11. Establish a capital reserve fund as a capital improvement budget item to provide for the development of new facilities.	Town Administration, Select Board	Short
12. Actively seek federal, state and private funding sources, and public-private partnerships to support capital development of needed recreation facilities.	Parks & Rec, Town Administration	Ongoing

Recreation Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
13. Actively seek greater collaboration between Plymouth State University and the town to expand recreation opportunities for residents, e.g., more outreach on public hours at recreational facilities and consideration of expanded public hours.	Town Administration, Select Board, Parks & Rec, Plymouth State	Short

Transportation Goal: Continue to work toward a safe, efficient and cost effective transportation network that provides accessibility for all residents.

Highway Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Continue implementing recommendations of Tenney Mountain Highway Access Management Plan.	Select Board, Town Administration, Planning Board, NHDOT	Ongoing
2. Update Tenney Mountain Highway Access Management Plan.	Select Board, Town Administration, Planning Board , North Country Council, NHDOT	Long
3. Develop access management plan for US 3/NH 25 (Main Street).	Planning Board , Select Board, Town Administration, Highway Dept., NHDOT, North Country Council	Medium
4. Adopt town-wide Complete Streets Policy to encourage designing future transportation improvements in a manner that provides a safe, comfortable, integrated transportation network for all users, regardless of ability or mode of transportation.	Select Board, Town Administration, Planning Board, Highway Dept., NHDOT, Plymouth State	Short

Highway Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
5. Develop road surface management plan for town roads.	Select Board, Highway Dept., North Country Council	Medium
6. Utilize SADES (NHDOT Statewide Asset Data Exchange System) when available when classifying and inventorying roadway conditions and elements.	Highway Dept., Town Administration, North Country Council	Ongoing
7. Continue to enforce NH RSA 674.41 to limit development on Class VI and private roads until they are brought up to town specifications	Code Enforcement Officer, Land Use & Planning Director, Select Board, Planning Board	Ongoing
8. Require developers to pay fair share of roadway improvements when expanding or creating new developments.	Planning Board, Select Board, Town Administration	Ongoing
9. Coordinate work taking place in the roadway to reduce and share project costs and to minimize disruption to travelers.	Highway Dept., Plymouth Village Water & Sewer, Town Administration, Plymouth State, NHDOT	Ongoing
10. Advocate for statewide transportation funding in Ten Year Plan programs that affect the Town, including, but not limited to: public transit, bicycle and pedestrian transportation, bridge aid, and pavement resurfacing, and individual roadway improvement projects.	Highway Dept., Town Administration, Select Board, North Country Council	Ongoing
11. Develop a Downtown Master Plan to address parking, transportation, and development.	Planning Board, Plymouth State, NHDOT, North Country Council, Town Administration, Town Meeting Voters	Medium

Highway Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
12. Apply for a Road Safety Audit of eligible intersection(s) through NH DOT.	Town Administration, Highway Dept., Fire and Ambulance Depts., Police Dept., NHDOT, North Country Council	Short to Ongoing
13. Include in the Town’s Annual Report the mileage of new roads approved, the mileage of improvements to roads and sidewalks, and information on the funding sources for those improvements.	Town Administration, Planning Board, Highway Dept.	Ongoing
14. Explore options for improved access and connectivity in Railroad Square	Town Administration, Planning Board, Highway Dept.	Ongoing

Bridge Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Include bridges in town Capital Improvement Plan.	Select Board, Town Administration, Highway Dept., Planning Board	Short
2. Create and maintain Capital Reserve Fund for bridges.	Select Board, Town Administration	Short
3. Review options for bridge replacement or refurbishment when necessary, e.g., NH DOT Bridge Aid with cash match, NH DOT Bridge Aid with in-kind match or completing necessary work with town forces only.	Select Board, Town Administration, Highway Dept., NHDOT	Ongoing
4. Review NH DOT’s bridge inspection reports to prioritize work on bridges.	Town Administration, Select Board	Ongoing
5. Advocate for placing failing bridges on NH DOT’s 10-year plan.	Select Board, Town Administration, Highway Dept., North Country Council	Ongoing

Bridge Policies, Tasks and Strategies:	Responsibility (Lead in Bold)	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
6. Include culverts in Statewide Asset Data Exchange System (SADES) when available and consider increasing their size when replacement is necessary.	Highway Dept., Select Board	Ongoing
7. Coordinate with local recreation organizations – such as snowmobile and bicycle clubs – wherever road bridges are integral to a trail network.	Planning Board, Highway Dept., NHDOT, Conservation Commission, Parks & Rec.	Ongoing
8. Include information on the Town’s website when a bridge is posted/restricted. Continue to include information on the Town’s website about road closures and restrictions.	Town Administration, Highway Dept., Police Dept.	Ongoing
9. Implement the mitigation actions recommended in the 2016 Hazard Mitigation Plan: <ul style="list-style-type: none"> • Upgrade box culvert at Loon Lake Road. • Continue implementation of planned storm water improvements on Cummings Hill Rd., Texas Hill Rd., Morse Rd., Old Hebron Rd., Chaisson Rd., Loon Lake Rd., Bell Rd., and Reservoir Rd. • Upgrade the box culvert on Yeaton Road (State). 	Town Administration, NH DOT, Highway Dept., Town Meeting Voters	Short to Long

Sidewalk Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Seek funding for sidewalk and pedestrian projects from NH DOT’s Transportation Alternatives Program.	Select Board, Town Administration, Highway Dept., North Country Council	Ongoing
2. Require developers to pay fair share of costs to upgrade or add sidewalks to frontage of property when creating or expanding a new property.	Planning Board, Select Board, Town Administration	Ongoing

Sidewalk Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
3. Adopt Complete Streets policy for road construction.	Select Board , Town Administration, Planning Board, Highway Dept., NHDOT, Plymouth State	Short
4. Develop multi-modal path from Community Garden to Hatch Plaza.	Town Administration , Select Board	Long
5. Create connectivity throughout town’s sidewalk system along Tenney Mountain Highway, Main Street, Highland Street & abutting residential neighborhoods.	Select Board, Town Administration , Planning Board, Highway Dept., NHDOT	Long
6. Incorporate alternative transportation elements – including, but not limited to, sidewalks, transit stops, and bicycle racks - into the site design process to facilitate construction on “missing links” in alternative transportation networks.	Planning Board , Select Board , Town Administration, Town Meeting Voters	Medium
7. The Planning Board should collaborate with, and make recommendations to, the Highway Department in planning sidewalk improvements and maintenance.	Planning Board , Highway Dept. , NHDOT, Town Administration, Police Dept., Fire and Ambulance Depts.	Ongoing

Public Transportation Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Keep informed of Concord Coach’s schedule and bus route plans.	Select Board, Town Administration , Transport Central	Ongoing
2. Partner with Plymouth State University to develop better outreach regarding town resident use of university shuttle service.	Select Board , Town Administration, Plymouth State , Transport Central	Ongoing

Public Transportation Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
3. Support modifications to Plymouth State University shuttle schedules to better serve the community at large.	Select Board, Town Administration, Plymouth State, Transport Central	Short
4. Support Transport Central financially and logistically when possible.	Select Board, Town Administration, NHDOT, North Country Council, Transport Central	Ongoing
5. Partner with Plymouth State University to bring car sharing service to town.	Town Administration, Select Board, Plymouth State, Transport Central	Medium
6. Develop a map of transit routes and bus stops and update it as needed.	Planning Board, Plymouth State, Town Administration, North Country Council	Short to Ongoing

Airport Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Implement the Airport Master Plan.	Select Board, Planning Board, Town Administration, NHDOT, Airport Manager	Ongoing
2. Develop airport capital improvement plan.	Select Board, Planning Board, Town Administration, Airport Manager	Short

Airport Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
3. Create and maintain an airport capital reserve fund.	Select Board, Planning Board, Town Administration, Airport Manager	Short/Ongoing
4. Communicate to NHDOT all concerns related to the airport development and surrounding land uses.	Town Administration, Planning Board	Ongoing

Railway Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe Short = 1 to 2 yrs. Medium = 3 to 5 yrs. Long = 5 to 10 yrs. Ongoing = Periodic and/or Continuous
1. Maintain communications regarding the state's plans for the railroad corridors.	Select Board, Planning Board, Town Administration, NHDOT	Ongoing
2. Perform feasibility study of redevelopment of rail corridor for multi-modal trail use.	Planning Board, Select Board, Town Administration, NHDOT	Long

Connectivity Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe
1. Ensure that the scope of local transportation plans includes a focus on multimodal connectivity among schools, Plymouth State, major employers, the downtown, Tenney Mtn. Highway, and densely developed neighborhoods.	Select Board, Planning Board, Town Administration, NHDOT, North Country Council, Transport Central	Ongoing

Parking Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe
1. Consider replacing nose-in diagonal parking with parallel or back-in diagonal parking on Main Street.	Select Board, Police Dept., Highway Dept., NH DOT, Town Administration, Planning Board	Short

Parking Policies, Tasks and Strategies:	Responsibility Lead in BOLD	Timeframe
2. Convert underutilized 2-hour limit parking to long-term parking.	Select Board , Police Dept.	Short
3. Identify private parking near the location with the highest demand for public parking that could be acquired to provide additional public parking during peak demand.	Town Administration , Planning Board, Select Board	Medium
4. The Planning Board should review the current Traffic and Parking Ordinance (2006), including the snow removal policies and locations where parking is not permitted, and make recommendations for the Select Board to review and consider.	Planning Board , Select Board, Town Administration, Highway, Dept., Police Dept., Fire and Ambulance Depts., Plymouth State	Short
5. The Town should develop a parking map showing public parking areas, restrictions that may apply, and other parking information, as part of a downtown wayfinding effort.	Town Administration , Planning Board, Plymouth State, Chamber of Commerce	Short
6. Consider possible locations for a park-and-ride lot.	Planning Board, NH DOT , Town Administration	Short

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