

IMPLEMENTATION

For the Town of Hillsborough

The purpose of the Implementation Chapter is to support the Town of Hillsborough in utilizing, reviewing and implementing the 2018 Master Plan. The updated Master Plan contains the two statutorily required Chapters, the Community Vision (Hillsborough Tomorrow) and Existing and Future Land Use. While these two Chapters are the foundation of the community's decision making, complementary Chapters were developed, including Economic Base, Housing, Community Facilities with Recreational Facilities and Utilities, Transportation, and Natural Resources, to provide a more rounded analysis of the Town. Each of these chapters have important conclusions to contribute in the form of recommendations.

These suggestions are the outcome of the Master Plan at its most actionable level. By compiling each of the chapter's recommendations in one location, this Implementation Chapter will enable the Hillsborough Planning Board and Board of Selectmen to oversee the completion of the recommendations of this Master Plan. The actions are sorted by topic which are

GUIDELINES FOR IMPLEMENTATION CHAPTER

The implementation section of a master plan is typically described as a long-range action program of specific actions, time frames, allocation of responsibility for actions, description of land development regulations to be adopted, and procedures that the municipality may use to monitor and measure the effectiveness of each section of the plan. Examples of recommendations can be amendments to a zoning ordinance and/or other land use regulations, revisions to capital improvements program, public outreach strategies and participation in various economic programs. These recommendations should assist with the implementation of the vision in the master plan, that vision is not likely to be achieved.

RSA 672:2, the state's enabling statute for master plans, describes the purpose of an implementation chapter as follows:

672:2 III. (m) An implementation section is a long range action program of specific actions, time frames, allocation of responsibility for actions, description of land development regulations to be adopted, and procedures which the municipality may use to monitor and measure the effectiveness of each section of the plan.

Source: Information based on the Office of Strategic Initiatives [publication](#), "Master Planning in New Hampshire, Information Guide #2 – Implementation."

accomplished by the identified leader and often can receive assistance from other Boards or Departments. Town official positions are not identified but fall within the general Department, Board, Committee or Commission responsibilities. These identified parties are the most likely to work on the actions listed, but are not specifically assigned to the task. Rather, the breakdown illustrates the relationship between recommendations and those most necessary to ensure their completion. Implementation is truly a Town effort.

VISION

Among its recommendations, the Master Plan encourages consideration for the establishment of one new Committee, the Trails Committee. All Departments, Boards, and Committees could help guide the community toward its future vision contained in the Master Plan. The following are key elements of the vision:

- Gateway mixed-use districts welcome visitors and residents to Hillsborough, emphasizing high-quality, dense and attractive development in the Central Business District;
- Medium-density residential housing neighborhoods, known as Cottage Development, enable older residents to live comfortably in Town;
- Village businesses thrive with tax relief incentives, drawing in customers running Town errands and commuters driving by;
- Enhanced sidewalks along West Main Street and Henniker Street showcase historical sites and provide streetscaping amenities such as benches and streetlights to touring pedestrians;

- An educated citizenry learns about economic development, water quality, conservation, Class VI trails and more - and a new generation of volunteers is shaped;
- A new regional community center provides indoor recreational facilities and programming to people of all ages in the area, who will eat, shop and play in the Central Business District;
- Modernized signage and updated parking enable customers to frequent the Central Business District;
- Hikers trek a connected trail system that winds through conserved land and around water bodies;
- Important natural resources, fields, wetlands and the Town's water supplies are protected from development;
- Residents appreciate both Hillsborough's historic character in the Central Business District and the rural quality of life found in the northern part of Town;
- Wildlife and fish flourish in and around water bodies and wetlands that are protected by a lush, vegetated buffer; and
- Well-maintained roads direct vehicle traffic where it needs to go, over solid bridges and firm roadways with little time delay.

IMPLEMENTATION PLAN

The Implementation Plan outlined in Table 3.1 is organized in several ways. First, each action is identified by an overall theme:

- **Central Business District Development** – *Promote and revitalize the Central Business District by continuing to highlight how Hillsborough is a welcoming community for new and existing business and residents.*

- **Responsible Business Development and Infrastructure** – *Encourage commercial development and infrastructure in a responsible, balanced way that does not negatively impact the Town’s rural and historic character.*
- **Quality of Life** – *Continue to support a high quality of life and sense of community for all residents.*
- **Historic/Cultural/Natural Resource Protection** – *Continue to promote the protection and enhancement of the Town’s natural systems, historic structures, and cultural environment.*

As can be seen in the Implementation Plan, many of the identified actions address more than one of the themes. In addition, the projected timeframe and project leaders were identified. The Implementation Plan begins with the highest priorities as identified by the Planning Board. These actions emphasize a series of measures to improve Hillsborough’s Central Business District and include recommendations to modify the Town’s zoning and land use regulations. Other high priority recommendations relate to the Town’s water/sewer and sidewalk infrastructure, continued efforts to assess and improve the Woods Woolen Mill properties, and the evaluation of future Town staffing needs. All other recommendations follow within Table 3.1, sorted by timeframe and project leader.

Table 3.1: Hillsborough Master Plan Implementation Plan

				Master Plan Themes			
Recommendation	Leader	Assistance	Timeframe Short: through 2019 Town Meeting- Medium: 2 to 5 years- Long: 5+ years	Central Business District	Responsible Business Develop. and	Quality of Life	Historic/Cultural/ Natural Resource
Highest Priorities							
Promote a coordinated effort through a public/private partnership to enhance the Central Business District through the combined efforts of Town Boards and Committees, the Hillsborough Chamber of Commerce, Hillsborough Reborn, and other entities.	Board of Selectmen	Planning Board, Chamber of Commerce, Hillsborough Reborn	Short	x	x	x	x
Complete assessments of the Woods Woolen Mill properties at 23 and 25 West Mill Street, including evaluation of the former rail right of way that bisects the two properties.	Economic Development Commission	Board of Selectmen	Short	x	x	x	
Implement the Municipal Parking Signing Study Plan to provide improved and updated parking signage in the Central Business District at proper locations.	Economic Development Commission	Board of Selectmen	Short	x			
Continue development of the Business Retention and Expansion Program.	Economic Development Commission		Short		x	x	
Update and modernize land use regulations for landscaping, buffers, pedestrian facilities, architectural appearance, drainage and lighting.	Planning Board	Economic Development Commission, Historical Society	Short	x	x	x	x
Adopt an Aquifer Protection Ordinance to protect both existing public and private community water sources and high value aquifers, and establish best management practices to protect private individual water supply wells from contamination and/or from depletion of the existing ground water resources.	Planning Board	Water and Sewer Commission	Short			x	x

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Continue to address streetscape improvements and aesthetics in the Town's commercial areas through sidewalk improvements, modifications to the Town's sign regulations and site plan review regulations, and improvements to neglected structures.	Planning Board		Short		x	x	
Establish the Hillsborough Trails Committee to investigate and implement trail system development opportunities such as the extension of the Hillsborough Rail Trail, the Riverwalk and additional connections to Manahan Park, Grimes Field, and Kemp Park.	Board of Selectmen	Trails Committee <i>new</i> , Conservation Commission	Short			x	x
Look for opportunities to provide improvements to sidewalks, plazas, parks and river front access to make housing within and around the Central Business District more attractive.	Board of Selectmen		Medium	x	x	x	
Evaluate the future staffing needs of every Department and develop a plan to obtain funding to hire and retain these critical positions for the Town's efficiency, services and safety.	Board of Selectmen		Medium			x	
Improve existing sidewalks and construct new sidewalks along West Main Street (NH Route 149) to connect dozens of businesses and residents to employment and retail businesses located in the commercial district.	Economic Development Commission	Board of Selectmen	Medium	x	x	x	
Establish a Gateway Mixed-Use District, spanning from the Historic District west to the wetland and stream opposite of Marina Road, to emphasize high-quality, attractive, and relatively dense development determined by the ability to extend municipal water and sewer service to this area.	Planning Board	Economic Development Commission, Water and Sewer Commission	Medium		x	x	

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Develop a feasibility study to review future improvements or expansion of the Hillsborough Wastewater Treatment Facility and develop a plan reflecting water and sewer expansion to cover the community's future needs.	Water and Sewer Commission	Board of Selectmen, Economic Development Commission	Medium	x	x	x	x
Undertake a planning charrette/feasibility study of the existing structures at 2 and 8 Bridge Street and 10 West Main Street to plan for their renovation and/or the redevelopment of the parcels.	Board of Selectmen	Planning Board, Economic Development Commission	Medium	x		x	
Remaining Priorities Sorted by Timeframe							
Enter into a Memorandum of Understanding with NHDOT District Engineer to coordinate access permitting to new and redevelopment along State maintained highways.	Board of Selectmen	Planning Board	Short		x		
Seek Economic Revitalization Zone (ERZ) approval from the NH Department of Resources and Economic Development and market the availability of ERZ tax credits.	Board of Selectmen	Economic Development Commission	Short	x			
Develop a Town Ordinance clarifying the policies of overnight use of municipal parking lots by local residents and redirect overnight parking to the Central Street/Myrtle Street municipal lot.	Board of Selectmen	Economic Development Commission	Short	x			
Develop a Memorandum of Understanding between the Town and Valley Bible Chapel for shared public use and Church parking of the lot when the spaces are not in use by the Chapel, including conditions for any necessary improvements and/or maintenance by the Town.	Board of Selectmen	Planning Board, Economic Development Commission	Short	x			
Consider providing matching funds for the Mid-State Regional Coordinating Council Volunteer Driver Program.	Board of Selectmen		Short			x	

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Support Volunteer Driver programs in the area and participate in regional initiatives to explore expanded transit coverage to Hillsborough.	Board of Selectmen		Short			x	
Actively engage with the Central New Hampshire Regional Planning Commission and the New Hampshire Department of Transportation to ensure that Hillsborough's Transportation needs are adequately represented in both the Regional and Statewide Transportation Improvement Programs.	Board of Selectmen	Central NH Regional Planning Commission (CNHRPC)	Short		x		
Actively pursue grant opportunities such as State Bridge Aid programs.	Board of Selectmen		Short		x		
Contribute to a bridge maintenance/capital reserve fund with a specific amount appropriated annually as decided by the Board of Selectmen.	Board of Selectmen		Short		x		
Designate Town representatives to and encourage participation in the Central New Hampshire Regional Planning Commission's Transportation Advisory Committee to ensure local transportation projects eligible for federal-aid funding are adequately represented in the State Ten-Year Plan.	Board of Selectmen	Central NH Regional Planning Commission (CNHRPC)	Short		x		
Continue to update/improve the Hillsborough EDC website.	Economic Development Commission		Short		x		
Market the availability of the RSA 79-E Community Revitalization Tax Relief Incentives to the prospective business community.	Economic Development Commission		Short	x		x	
Enhance the Central Business District appearance, by holding an overall cleanup of the downtown area, including West Main Street and portions of School Street, and by improving parking signage and identifying areas of interest to visitors.	Economic Development Commission	Board of Selectmen	Short	x	x	x	

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Consider the inclusion of site design and building design standards that would protect and enhance the community's character in the Central Business District and other commercial or mixed-use districts.	Planning Board		Short		x	x	
Consider amending the zoning ordinance to create a medium density residential neighborhood, such as a Cottage Development cluster development, immediately north of US 202/NH 9 along Center Road.	Planning Board		Short		x	x	
Consider amending the zoning districts to align boundaries of commercial zoned areas along south and east sides of the Contoocook River coincident with the 100-year floodplain and/or wetlands, with the exception of existing developed areas.	Planning Board	Conservation Commission	Short			x	
Review the NHDOT bridge inspection reports annually for state and town owned bridges.	Planning Board	Board of Selectmen, Highway Department	Short		x		
Review the telecommunications facility ordinance to ensure that it complies with the Town's needs and expectations.	Planning Board		Short				
Conduct an annual review of crash locations to determine enhancements that could be made to improve safety.	Planning Staff/Police Department	Fire Department, Highway Department, Planning Board	Short		x		
Assist with the maintenance of established trails and evaluate and promote new trail proposals that improve the trail network in Town.	Trails Committee <i>new</i>	Conservation Commission	Short		x	x	x

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Publish a Town trail maps for the public walking trails in Hillsborough.	Trails Committee <i>new</i>	Board of Selectmen, Conservation Commission	Short			x	
Support existing and future upper story residential housing in the Central Business District through the implementation of Downtown Parking Improvements/Agreements.	Board of Selectmen	Planning Board	Medium	x	x	x	
Implement a Road Surface Management System to help guide the selection and prioritization of paving and maintenance.	Board of Selectmen	Highway Department	Medium		x		
Work towards expanding high speed internet access to all parts of Hillsborough.	Board of Selectmen	Economic Development Commission	Medium		x		
Advertise appropriate public access to additional conservation parcels which are owned by various organizations, including the Town of Hillsborough, to provide more outdoor recreational opportunities for residents.	Conservation Commission	Trails Committee <i>new</i>	Medium			x	x
Examine opportunities for Tax Increment Finance (TIF) District implementation.	Economic Development Commission		Medium	x	x		
Implement the Depot Street Improvements Plan to improve the aesthetics for the gateway into the Central Business District and improve the existing parking configuration. [Downtown Parking]	Economic Development Commission	Board of Selectmen	Medium	x	x	x	
Conduct future parking surveys to monitor space usage and lot capacity and seek regular feedback from the affected Town businesses.	Economic Development Commission		Medium	x			
Establish access management standards in the Site Plan Review and Subdivision Regulations to better plan for future development in Hillsborough while considering proposals for new development.	Planning Board		Medium		x	x	

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				Central Business District	Responsible Business Develop. and	Quality of Life	Historic/Cultural/ Natural Resource
Maintain historic preservation within the Village by introducing a historic district, demolition delay bylaw, or other historic preservation tools to preserve the character and buildings.	Planning Board	Historical Society	Medium			x	x
Revise the Town's Development Regulations to support high quality mixed use development, including multi-family residential, at community gateways.	Planning Board	Economic Development Commission	Medium		x	x	
Enact a Local Excavation Regulation to better protect the community from the adverse impacts of excavation operations and authorize the Planning Board to approve excavation permits and to regulate excavations under their Site Plan Review authority.	Planning Board		Medium			x	x
Revise the definition of "lot coverage" to mean impervious surface coverage and revise the maximum lot coverage in each Zoning District: rural 10%, other residential districts to 25%, commercial or industrial districts 60%, and the Central Business District 85%.	Planning Board		Medium			x	
Revise the permitted uses allowed in the Rural District to eliminate high intensity, commercial, institutional and industrial uses.	Planning Board		Medium			x	x
Consider requiring developer-sponsored off-site improvements as part of any development that has an impact on Hillsborough's transportation network.	Planning Board	Board of Selectmen, Highway Department	Medium		x		
Investigate the use of innovative methods to increase pedestrian safety along streets, such as raised crosswalks, striped or colored crosswalks, increased signage, traffic calming methods and clear and defined walking paths.	Planning Staff	Highway Department	Medium	x	x	x	
Find a market for recyclables, especially glass, to generate more revenue from solid waste.	Recycling Committee		Medium			x	

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Address capital equipment needs as outlined in the Community Facilities Chapter through inclusion in the Capital Improvements Program (CIP) as appropriate.	Town Administration		Medium			x	
Identify appropriate Class VI roads within Town for Class A Trails designation by working with abutting landowners.	Trails Committee <i>new</i>	Conservation Commission	Medium		x	x	x
Identify Class VI roads, existing paths, and areas along the various water bodies in Town connecting open space, forest, conservation, and/or agricultural land to help develop a greenway trail network.	Trails Committee <i>new</i>	Conservation Commission	Medium		x	x	x
Implement Loon Pond Watershed improvements identified in the Loon Pond Source Water Protection Plan, 2015.	Water and Sewer Commission		Medium			x	x
Continue to review and update the Loon Pond Source Water Protection Plan, 2015.	Water and Sewer Commission	Planning Staff	Medium			x	x
Provide for the acquisition of land for future cemetery space in the Town's Capital Improvements Program (CIP).	Board of Selectmen		Long			x	
Encourage landowners to pump out their septic systems every 3 years to help retain drinking water quality.	Board of Selectmen		Long			x	
Encourage landowners to test their water wells on a regular basis to ensure water quality.	Board of Selectmen		Long			x	
Promote community education and outreach regarding Hillsborough's wildlife biodiversity and the importance of long-term conservation strategies.	Conservation Commission		Long			x	x
Consider the elimination of the existing isolated Commercial Zone in the Hillsborough Upper Village and convert to Village Residential which allows for more commercial activity than is now found in the Village area.	Planning Board		Long			x	

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Consider the rezoning of existing zoning district incompatibilities in the Village, such as Grimes Field and the Sewage Treatment Plant (Commercial) and adjacent commercial/industrial properties (Rural Residential), the west side of West Mill Street from the Contoocook Woolen Mill site to the Deering Town Line (Central Business District), and north of the US202/NH9 controlled access highway includes part of the Fox State Forest and other conservation lands (Residential District).	Planning Board	Conservation Commission, Economic District Commission	Long			x	
Support voluntary approaches to natural resource protection, such as landowner easements, current use, providing information on the Town website, and other strategies.	Conservation Commission		Long			x	x
Develop a Land Conservation Plan to understand wildlife movement patterns, to identify and design the most effective conservation corridors, and connect protected lands and other critical habitats with upland, aquatic and/or riparian corridors.	Conservation Commission	Planning Staff	Long			x	x
Protect large, unfragmented blocks of land, especially those with high quality habitats located within close proximity of one another and with limited barriers for wildlife movement.	Conservation Commission		Long			x	x
Participate in regional economic development and marketing programs such as periodic updates of the regional CEDS.	Economic Development Commission	Central NH Regional Planning Commission (CNHRPC)	Long		x		
Ensure water quality continues to be met for safe drinking water by monitoring potential contamination sources in the Emerald Lake Village District watershed.	Emerald Lake Village District		Long			x	x

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Maintain and enhance the existing sidewalk system and implement specific projects including sidewalks along West Main Street, Henniker Street, and around selected Village and historic sites.	Highway Department	Board of Selectmen, Historical Society	Long	x	x	x	
Develop a park and memorial on land along the Contoocook River that was the site of the 1852 celebration of Franklin Pierce's presidential nomination, and improve and restore many historical artifacts including the Pierce barbeque oven.	Kemp Park Development Committee	Historical Society	Long			x	x
Acquire additional fiscal resources and/or grants to develop and maintain recreational resources and parks.	Board of Selectmen		Long		x	x	x
Continue renovations and upgrades to Grimes Field and Manahan Park facilities.	Board of Selectmen		Long		x	x	x
Explore interest in a community park with picnic tables, a gazebo, and a tot lot.	Board of Selectmen		Long		x	x	x
Develop a Hillsborough Regional Community Center to address the needs of Hillsborough and neighboring towns for a facility that provides health and wellness, senior programming, community interaction and recreational facilities such as a swimming pool and office space for the Park and Recreation Committee.	Board of Selectmen	Economic Development Commission, Town Administration, Board of Selectmen	Long	x		x	
Continue to promote the benefits of placing land under protection for perpetual conservation.	Conservation Commission	Board of Selectmen	Long			x	x
Consider requiring rights-of-way and/or direct access for connection to both new and existing commercial developments during the plan approval process to create alternate access routes to help reduce congestion and slow the need to expand highway capacity.	Planning Board	Board of Selectmen, Highway Department	Long		x		

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Encourage pedestrian-friendly development in the Village.	Planning Board		Long	x		x	
Continue to monitor trends regarding workforce housing and housing affordability and consider ordinances or other actions as needed.	Planning Board		Long		x	x	
Monitor legislation, such as the newly amended RSA 674 on accessory dwelling units, to ensure compliance with state law and provide adequate opportunities for these units in Hillsborough.	Planning Board		Long		x		
Maintain balance between housing, natural resource protection and economic development that reflects residents' desires to maintain and enhance the Town.	Planning Board		Long			x	x
Maintain existing densities in the rural areas and reduce the type and intensity of non-residential uses to protect rural residential areas and sensitive environmental lands.	Planning Board		Long			x	x
Incorporate Best Management Practices for both stormwater quality and quantity where development densities exceed 10% into the Site Plan and Subdivision Regulations.	Planning Board		Long			x	x
Protect intact wetland and stream riparian buffers and promote the restoration of degraded areas.	Planning Board	Conservation Commission	Long			x	x
Review the functional classification of any road on which development is proposed as part of the Subdivision and Site Plan Review process to ensure the proposed development is appropriate for the existing roadway function.	Planning Board	Highway Department	Long		x	x	
Participate in regional efforts to enhance the regional and statewide bicycle networks.	Planning Staff	Board of Selectmen	Long		x	x	

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Construct, renovate and expand the water and sewer services, with the goals of providing a potable water supply and lowering costs for all users and providing a strong infrastructure for attracting business, new residents, and driving job growth.	Water and Sewer Commission	Board of Selectmen, Economic Development Commission	Long	x	x	x	
Secure all necessary rights-of-way while conducting community outreach for support of the water and sewer expansion construction.	Water and Sewer Commission	Board of Selectmen, Economic Development Commission	Long	x		x	
Ensure water quality continues to be met for safe drinking water by monitoring potential contamination sources in the Water and Sewer Commission watershed.	Water and Sewer Commission		Long			x	x