



# 10. Implementation

## 10.1 Introduction

The implementation element is based on the goals and objectives of this Master Plan and the data that was collected and analyzed.

All planning elements will be initiated by the Planning Board. The Town Council and other Town Boards, Commissions and Committees with the assistance of the Town staff should use this Master Plan as a guidance and policy document for the period of 2013 to 2023.

It is important to note that planning is a dynamic process and priorities can shift over time. A consistent review process allows for these issues to be acknowledged while keeping each specific recommendation on the table unless a situation dictates that it be reconsidered. A regular evaluation or follow-up procedure will at least indicate how a particular action item was ultimately addressed, or it calls out those that still need attention.

In order to ensure follow-through on the recommendations of this plan and provide some “accountability” for plan implementation, the Town should consider some mechanism for reporting on progress on a regular basis. This reporting should include updates on progress and achievements as well as information on barriers to implementation that have been identified. Some communities provide this information in annual reports to the Town Council. Others have developed a follow-up evaluation form that specifically lists each action item and asks for responses. The appointment of a Master Plan Implementation Committee could assist in the oversight and coordination of the plan’s implementation.

The implementation plan intends to deliver on the promise of the goals and objectives expressed throughout this process, with a program of tangible steps for the Town to take over the next ten years and beyond. There is a high level of activity on these issues, based upon the input received during the planning process.

**Table 10-1** below summarizes the specific recommendations found at the end of each of the plan’s elements. Levels of priority are assigned for years 1 – 2, years 3 – 5, and years 6 – 10 implementation basis to assist in determining the time frame in which each item is to be considered. Some recommendations do not necessarily fall into a high, medium, or low designation and are noted in each column to reflect that they are ongoing in nature. The responsible parties are also listed. If more than one entity could be charged with implementing a particular strategy or recommendation, the “lead agency” is listed first in bold. **Table 10-2** sorts the recommendations by the agency that has the lead responsibility for implementation.

The following list identifies the acronyms used for responsible parties in the table:

- CC – Conservation Commission
- CD – Community Development Department
- EDC – Economic Development Citizen Advisory Committee
- FRD – Fire & Rescue Department
- Lib - Library
- MHC – Merrimack Heritage Commission
- LMRAC – Lower Merrimack River Local Advisory Committee
- MVD – Merrimack Village District
- NHDHR – New Hampshire Division of Historical Resources
- NRPC – Nashua Regional Planning Commission
- PB – Planning Board
- P&R – Parks & Recreation
- PWD – Public Works Department
- SD – School District
- SoRLAC – Souhegan River Local Advisory Committee
- TC – Town Council
- TM – Town Manager
- TCC – Town Center Committee

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

## LAND USE AND COMMUNITY DESIGN ELEMENT

	Land Use Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>LU – 1</b>	Adopt a zoning modification that allows mixed use as an infill style development with appropriate controls and design recommendations in all appropriate areas of the corridor.	✓				PB, TCC, TC
<b>LU – 2</b>	Allow higher density development in the northerly and southerly portions of the Daniel Webster Highway corridor, where connectivity to the regional transportation system is best and existing infrastructure supports this type of development.		✓			PB, TC
<b>LU – 3</b>	Adopt zoning or regulation amendments to foster access management in the Daniel Webster Highway corridor, and to provide off-street pedestrian and vehicular connectivity throughout the corridor.		✓			PB, PWD, TC
<b>LU – 4</b>	Develop portions of the Daniel Webster Highway corridor as village nodes, with traffic calming measures, pedestrian amenities, and streetscaping. See recommendation ED-15.		✓			PB, PWD, TC
<b>LU – 5</b>	Improve design standards for landscaping, site design, and site amenities.	✓				PB
<b>LU – 6</b>	Develop access to the Merrimack River corridor where possible and adopt zoning provisions in areas surrounding these access points to incentivize use of the river as an amenity.		✓			PB, Con Comm.
<b>LU – 7</b>	Develop pedestrian and bicycle connectivity from the westerly portions of the Town to the Daniel Webster Highway corridor where possible.		✓			PWD
<b>LU – 8</b>	Preserve and enhance the rural aesthetic of existing neighborhoods by maintaining existing allowable densities and generous setbacks west of the F.E. Everett Turnpike.				✓	PB
<b>LU – 9</b>	Create incentives for open space residential development to enhance protection of open space.		✓			PB
<b>LU – 10</b>	Perform a comprehensive review and update of the Subdivision Regulations, including a separation of the Site Plan Regulations as a separate set of regulations.		✓			PB
<b>LU – 11</b>	Examine development review process and consider development of a “pre-application design review” process as outlined in RSA 676:4.		✓			PB

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

HOUSING AND POPULATION ELEMENT

	Housing Recommendations	Time Period for Implementation				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>H – 1</b>	Consider establishing a Housing Commission that can advocate for the development of affordable workforce housing.			✓		TC
<b>H – 2</b>	Encourage more mixed-use and infill development where appropriate along the Daniel Webster Highway corridor.	✓				PB, TC
<b>H – 3</b>	Allow for smaller lot sizes in selected areas where water and sewer infrastructure is available.	✓				PB, TC
<b>H – 4</b>	Utilize substandard lots in certain areas by allowing subdivision of a lot into two lots – one with reduced area and width requirements.		✓			PB, TC
<b>H – 5</b>	Revise the zoning ordinance to encourage the development of more duplex and townhouse dwellings in selected areas of the Town.	✓				PB, TC
<b>H – 6</b>	Consider adopting an Inclusionary Zoning ordinance to respond to the state Workforce Housing Law.		✓			PB, TC
<b>H – 7</b>	Consider revisions to the zoning regulations to allow for accessory apartments to make them more viable housing options, especially for senior citizen households as a Workforce Housing option. Consider them as a by-right use without the need for a special permit.	✓				PB, TC
<b>H – 8</b>	Inventory town-owned land and tax title property to identify potential parcels for use as affordable housing sites.				✓	CD
<b>H – 9</b>	Prepare a detailed, updated housing needs assessment that allows the Town to realistically achieve the creation of new affordable units to meet the needs of current and future Merrimack residents.	✓				CD
<b>H – 10</b>	Continue to look for ways to meet the needs of the growing elderly population, including senior cottage housing.		✓			CD
<b>H – 11</b>	Create incentives for open space residential development to enhance protection of open space while providing for a more diverse range of housing types. See recommendation LU-9.		✓			PB

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

## ECONOMIC DEVELOPMENT ELEMENT

	Economic Development Recommendations	Time Period for Implementation				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>ED – 1</b>	Execute outreach by the Town to develop a relationship with the Town's various employers, in order to open a line of communication between the public and private sector.				✓	CD, TM
<b>ED – 2</b>	Examine Town policies and procedures to ensure that they do not discourage local business operations and initiatives.	✓				EDC, CD, TC
<b>ED – 3</b>	Identify the key position on Town staff responsible for economic/business coordination, monitoring and outreach and ensure Merrimack's business community is aware of this person.	✓				EDC, CD, TC
<b>ED – 4</b>	Conduct periodic and regular business outreach efforts to existing businesses to identify issues and needs and how to best address these concerns.				✓	EDC, CD
<b>ED – 5</b>	Create a new website (or revamp the existing Town Community Development/Economic Development web page) to feature four core informational themes: starting a business, growing your business, finding a location, and community information.	✓				CD, EDC
<b>ED – 6</b>	Review and assess the Town's development review process for clarity and transparency, as well as its organizational structure. Ensure that the review process is clearly defined, guarantees flexibility, projects a business friendly attitude, and encourages high quality development. Repeat review at 3-5 year intervals.	✓				EDC, CD, PB
<b>ED – 7</b>	Create a user-friendly guide which outlines the steps and procedures necessary to expand an existing business operation or open a new business.		✓			CD, EDC
<b>ED – 8</b>	Examine zoning regulations in existing non-residential districts to ensure that they achieve the community's land planning objectives without being overly restrictive on the establishment of new businesses or the expansion of existing ones.		✓			EDC
<b>ED – 9</b>	Consider implementing performance-based zoning to increase the flexibility of land development.		✓			CD, PB, EDC
<b>ED – 10</b>	Examine the potential for creation of Transit Oriented Development (TOD) in the vicinity of the proposed rail station and the airport access road on the Route 3 corridor.			✓		CD, PB, EDC

	Economic Development Recommendations	Time Period for Implementation				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>ED – 11</b>	Seek grants to encourage or facilitate the re-positioning of under performing properties in the community, especially those found in the Town’s opportunity zones.			✓		CD, TC
<b>ED – 12</b>	Consider preparation of a conceptual “master design plan” for key parcels along the northern Route 3 corridor that could illustrate the potential for a mixed use development to property owners, potential users of the site and investors.	✓				CD
<b>ED – 13</b>	Consider a Tax Increment Financing District (TIF) in appropriate geographic areas to help fund infrastructure improvements.		✓			EDC, CD, PB, TC
<b>ED – 14</b>	The Town should work toward implementation of RSA 79-E Community Revitalization Tax Relief Incentive as well as potential locations of parcels that should be considered for inclusion in a 79-E district.		✓			TC, CD

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

NATURAL RESOURCES ELEMENT

	Natural Resources Recommendations	Time Period for Implementation				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>NR – 1</b>	Continue the Town’s land acquisition strategy, placing the highest priority on the acquisition of lands that can, when managed for conservation purposes, accomplish the widest range of objectives, especially those found in the Biodiversity Conservation Plan. Prioritize the acquisition of undeveloped lands along the Merrimack River and the Souhegan River, and parcels adjacent to existing protected land.				✓	CC, LMRLAC, SoRLAC
<b>NR – 2</b>	Assess the Town’s zoning ordinance and the subdivision and site plan regulations regarding the integration between biodiversity protection and land use as recommended by the Biodiversity Conservation Plan.		✓			PB, CC
<b>NR – 3</b>	Ensure that post-development runoff does not exceed pre-development runoff by requiring on-site stormwater retention.				✓	PB, PWD
<b>NR – 4</b>	Reduce imperviousness in site design, where appropriate, by encouraging design features such as smaller parking lots, reduced road and driveway dimensions, the use of parking garages on larger sites, the use of pervious paving materials where practical and consistent with applicable codes, and other measures to reduce overall imperviousness.				✓	PB, PWD, MVD



	Natural Resources Recommendations	Time Period for Implementation				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>NR – 5</b>	Develop a review checklist for subdivisions and site plans that incorporates recharge protection and water demand management protections.	✓				PB, MVD
<b>NR – 6</b>	Ensure adequate treatment of stormwater before it reaches surface and groundwater.				✓	PWD, PB
<b>NR – 7</b>	Establish an inspection system to ensure continued operation of required private stormwater management systems.				✓	PWD
<b>NR – 8</b>	Consider adopting an Open Space Residential Development Ordinance for low-density subdivisions using septic systems, in which a certain percentage of the tract being subdivided must be set-aside as permanently protected open space without increasing overall densities. See recommendation LU-9.	✓				PB, CC
<b>NR – 9</b>	Consider amending the site plan and subdivision regulations to minimize disruption of natural vegetation.	✓				PB, CC
<b>NR – 10</b>	Consider amending the subdivision and site plan regulations to limit or prohibit the removal and export of topsoil.	✓				PB
<b>NR – 11</b>	Consider amending the subdivision and site plan regulations to encourage increased use of native and drought resistant plant species.	✓				PB, CC
<b>NR – 12</b>	Consider amending the subdivision and site plan regulations to limit the use of deicing compounds and to require that any pesticides or insecticides to be applied in new commercial, industrial or multi-family residential projects are applied by a licensed professional so as to protect the Town's water supply from contamination.	✓				PB, CC, MVD, PWD
<b>NR – 13</b>	Perform an analysis of existing landscaping buffer regulations and consider additional landscaping requirements for commercial properties.		✓			PB
<b>NR – 14</b>	Consider implementing an educational and assistance program, most likely through the Conservation Commission, to encourage larger landowners to maintain privately held forest land and open space through the development of forest management plans and estate planning, especially for parcels in current use.		✓			CC
<b>NR – 15</b>	Prepare an invasive species management plan.		✓			CC
<b>NR – 16</b>	Post signage at boat docking areas on Naticook and Baboosic Lakes that educates boat owners of the danger of invasive species and measures to prevent their spread.		✓			CC

	Natural Resources Recommendations	Time Period for Implementation				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>NR – 17</b>	Identify opportunities to improve infiltration and stormwater management in existing developed areas.		✓			PWD
<b>NR – 18</b>	Evaluate limitations on further sewerage in the Naticook basin.			✓		PWD
<b>NR – 19</b>	Work with the State to address existing and future large quantity groundwater withdrawals in wellhead areas, especially within the Naticook basin, by commercial and industrial users.			✓		MVD
<b>NR – 20</b>	Investigate the effectiveness and feasibility of raising Greens Pond for enhancing storage in the Naticook Basin aquifer.			✓		MVD
<b>NR – 21</b>	Work with residents and businesses, especially in wellhead and shoreline areas, to encourage individual water resource protection measures such as water conservation, proper septic system maintenance and proper waste disposal practices.				✓	MVD
<b>NR – 22</b>	Develop a set of criteria for the use of deicing materials throughout the Town.				✓	PB, MVD, PWD
<b>NR – 23</b>	Implement the recommendations from the 2012 Sodium and Chloride Loading Study.		✓			MVD
<b>NR – 24</b>	Increase collaboration between the Town and MVD when acquiring conservation land such that it could be used for future groundwater supply.				✓	MVD, CC
<b>NR – 25</b>	Consider performing a functional evaluation of the Town's wetlands, which may lead to designation of prime wetlands.		✓			CC

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

HISTORIC RESOURCES ELEMENT

	Historic Resources Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>HR – 1</b>	Strengthen incentives for historic preservation in the zoning ordinance and site plan and subdivision regulations.		✓			MHC, PB
<b>HR – 2</b>	Consider the adoption of a Scenic Road ordinance, per RSA 231:157, in order to help preserve the scenic and historic qualities of Merrimack's rural roads.		✓			MHC, PB
<b>HR – 3</b>	Investigate protection measures for Merrimack's Class VI roads, which were often the location of historic development, and which today can serve as recreational trails for Merrimack's citizens.			✓		MHC, PB, P&R



	Historic Resources Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>HR – 4</b>	Investigate preservation alternatives for historic stone walls and barns through the New Hampshire Division of Historical Resources.		✓			MHC, NHDHR
<b>HR – 5</b>	Complete a comprehensive Town-wide historic resources survey.		✓			MHC
<b>HR – 6</b>	Continue to promote interest and pride in Merrimack's heritage in a variety of ways including periodic exhibits, the installation of date and name markers at historic sites, development of brochures describing local history, tours of historic structures and sites, oral history projects and by encouraging local history courses in the school curriculum.				✓	MHC
<b>HR – 7</b>	Continue to identify, catalogue, and preserve Town records, documents, manuscripts and artifacts and provide a suitable and safe repository for them.				✓	MHC
<b>HR – 8</b>	Encourage archaeological investigation and documentation of significant historic and prehistoric sites including cellar holes, mills and school sites and ferry landings and canals along the Merrimack River.		✓			MHC
<b>HR – 9</b>	Preserve and maintain the Town graveyards and private burying grounds.				✓	TM, MHC
<b>HR – 10</b>	Encourage the Town Manager, Town Council, and/or Town department heads to request information from the Merrimack Heritage Commission and Historical Society before modifications are proposed to Town-owned buildings and sites of potential historical value.				✓	MHC, TM, TC
<b>HR – 11</b>	Consider adopting architectural design guidelines for structures within the Town Center Overlay District (TCOD).		✓			PB, MHC
<b>HR – 12</b>	Develop an "Adopt an Historic Site" program as a way of involving civic organizations and private companies in the maintenance and enhancement of local historic sites, including monuments, markers, cemeteries, etc.		✓			MHC
<b>HR – 13</b>	Promote the donation of easements by the owners of historic properties to a designated authority or established land trust.				✓	MHC
<b>HR – 14</b>	Consider the outright acquisition of important historical sites for conservation and preservation purposes in limited but critical cases.				✓	MHC, TC
<b>HR – 15</b>	Encourage National Register listing for appropriate local structures.				✓	MHC

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

UTILITIES AND ENERGY ELEMENT

	Utilities and Energy Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>U – 1</b>	Continue to implement Town water odd/even day restrictions for outdoor water use that help to manage the distribution system by lowering peak daily demand and protect against seasonal fluctuations.				✓	MVD
<b>U – 2</b>	Use separate commercial and industrial irrigation meters to control demand.				✓	MVD
<b>U – 3</b>	Continue to expand homeowner education programs to reduce demand and encourage water conservation such as alternative drought-resistant plants for gardens on residential and commercial properties.				✓	MVD
<b>U – 4</b>	Create list of native and drought-resistant plants and flowers for the public that is posted on the Town's website.	✓				CC, MVD, PB
<b>U – 5</b>	Work with all businesses to help keep outside watering in their facilities to a minimum.				✓	MVD
<b>U – 6</b>	Consider establishing an energy committee to review town-wide energy planning.		✓			TC
<b>U – 7</b>	Consider providing for property tax exemptions to property owners who install certain renewable energy systems, such as solar systems, wind turbines, and wood-fired heating systems (NH RSA 72:61-72).	✓				TC
<b>U – 8</b>	Conduct detailed energy audits on Town-owned buildings and pursue available grant funding. Address energy usage in the Town's fleet of vehicles and street lighting.	✓				PWD
<b>U – 9</b>	Prepare a detailed energy efficiency and reduction plan that should establish an energy reduction goal for Town-owned buildings (a certain percentage reduction to be achieved over a period of time).	✓				PWD
<b>U – 10</b>	Contact utility companies that service Merrimack prior to undertaking major street repairs so that any planned utilities work can be done at the same time to minimize disruption to local neighborhoods and save costs.				✓	PWD
<b>U – 11</b>	The Town should consider adopting an official policy to purchase only fuel efficient vehicles for municipal use whenever commercially available and practicable.				✓	TC
<b>U – 12</b>	Review the zoning ordinance to address potential land use changes that encourage mixed-use, compact development patterns that reduce automobile trips.	✓				PB

	Utilities and Energy Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>U – 13</b>	Include street lighting as part of a comprehensive energy policy for the Town. Consider a requirement for energy-efficient light-emitting diode (LED) street lighting in any new developments	✓				PWD
<b>U – 14</b>	Consider adopting regulations that recommend or incentivize the use of Leadership in Energy and Environmental Design (LEED) or similar standards for new construction, including municipal, commercial, industrial and multi-family buildings.		✓			PB
<b>U – 15</b>	Work with Department of Resources and Economic Development to address issues of telecommunications access to encourage people to work from home.		✓			Technology Comm.
<b>U – 16</b>	Monitor efforts to ensure that Merrimack download speeds and coverage continue to keep pace with current broadband technology.				✓	Technology Comm.
<b>U – 17</b>	Work with broadband providers and developers to ensure that access is made available in new housing developments, especially workforce housing projects.				✓	Technology Comm.

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

## COMMUNITIES FACILITIES ELEMENT

	Community Facilities Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>C – 1</b>	Establish a systematic process for developing, maintaining and implementing a CIP.	✓				TM, CD, PB, TC, SD, MVD
<b>C – 2</b>	Consider impact fees as a means to create another source of funding to meet future capital needs.			✓		CD, PB, TC
<b>C – 3</b>	Work toward addressing the issues of a fire station and house an engine company in the Northwest section of Merrimack and the potential South Fire Station. To accomplish this, the Town should conduct a comprehensive plan for fire and emergency services to address future town-wide needs.		✓			TM, FRD, TC
<b>C – 4</b>	Continue maintenance of existing parks and update 2010 plan for the provision of playing fields to meet the needs of the Town.				✓	P & R
<b>C – 5</b>	Examine a number of possibilities for replacement of the current library facility.		✓			Lib

	Community Facilities Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>C – 6</b>	The Town should move forward with the designing and construction of a new Highway Garage and PWD administrative office facility as proposed in the Capital Improvements Plan.	✓				PWD
<b>C – 7</b>	The School District should plan for and design new Superintendent’s Office and Special Services Office to meet their future needs.	✓				SD
<b>C – 8</b>	Work with the Nashua Regional Planning Commission and neighboring communities to begin a dialog on options for shared services and facilities.				✓	TM, TC, NRPC
<b>C – 9</b>	Take a leadership role in “greening” Merrimack through its operations, governance, and management. This is particularly true with respect to municipal buildings and facilities.				✓	TC, all departments

**Table 10-1: Plan Recommendations – Priority and Responsible Party**

TRANSPORTATION ELEMENT

	Transportation Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>T – 1</b>	Consider establishing an Exaction Fee System to assist in funding the growing transportation needs of the community.			✓		CD, PB, TC
<b>T – 2</b>	Coordinate with the Town of Bedford to create a cohesive, attractive plan for the northern segment of US Route 3.		✓			CD, PB
<b>T – 3</b>	Continue to develop a town-wide Pedestrian and Bicycle Plan.	✓				PB, PWD CD
<b>T – 4</b>	Support on-going and future rail and bus initiatives and enhancement of existing rail service and expansion of passenger rail service into southern NH.				✓	CD, PB, TC
<b>T – 5</b>	Continue to require formal traffic impact assessments for development projects.				✓	PB

	Transportation Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>T – 6</b>	Implement access management guidelines in order to provide safe and efficient access to abutting land uses and to maintain operational characteristics of a roadway. Consider within the Town's land use regulations factors such as the number, design and location of access points; the provision for median islands to control access; the provision for left and right-turning lanes; internal circulation patterns; and the provision of pedestrian and bicycle facilities. Pursue access management strategies along the high-traffic corridors of US Route 3 and Continental Boulevard as development and redevelopment opportunities arise.		✓			CD, PB, PWD
<b>T – 7</b>	Maintain a continuous transportation planning program consisting of: the collection, maintenance, and dissemination of traffic information; staff and/or consulting resources to collect, analyze, and report on traffic problems; and continued coordination of transportation planning with other planning disciplines, most notably land use and environmental planning.				✓	CD, PB, PWD
<b>T – 8</b>	Continue to evaluate and adjust the operations of the highway network to promote its efficient use and safe function.				✓	PWD
<b>T – 9</b>	Promote a user-friendly roadway network for motorists by improving and/or upgrading traffic calming and control devices (such as roundabouts, signage, pavement markings, and lighting) in specific areas where deficiencies currently contribute toward public safety concerns and/or as opportunities arise.				✓	PWD
<b>T – 10</b>	Endeavor to maintain acceptable levels of service (LOS D or better) for peak hour conditions, recognizing that lower levels of service may occur at certain locations.				✓	PWD, PB
<b>T – 11</b>	Preserve and/or acquire right-of-way for new or expanded streets in advance of need through purchase, official mapping, and developer dedications.			✓		TC
<b>T – 12</b>	Promote education of the emergency response routes development by the NRPC.				✓	PWD
<b>T – 13</b>	Explore alternative, creative and affordable transportation services to meet the needs of an aging community.		✓			CD
<b>T – 14</b>	Continue to require that new development be responsible for site-related improvements needed to provide safe and adequate access to/from the site.				✓	PB

	Transportation Recommendations	Time Period for Implementation (years)				Responsible Party
		1-2	3-5	6-10	Ongoing	
<b>T-16</b>	Continue to implement traffic calming measures on local streets in residential neighborhoods to direct traffic to arterial and collector streets in order to protect residential neighborhoods from adverse impacts associated with increased traffic volumes and speeds.				✓	PWD
<b>T-15</b>	Establish a Capital Reserve Fund for sidewalk and pedestrian way construction	✓				TM, PB, PWD, TC, CD
<b>T – 17</b>	Continue to promote the inclusion of sidewalks in appropriate highway improvement projects, ensure the proposed provision for pedestrian access within developments, and provide for the proper integration of public and private pedestrian ways.				✓	PWD, PB
<b>T – 18</b>	Ensure that pedestrian ways are designed to serve the needs of the handicapped.				✓	PWD
<b>T – 19</b>	Give priority to the designation and improvement of walking and bicycle routes to all schools and other recreational facilities in the Town.	✓				CD
<b>T – 20</b>	Continue to incorporate provisions for bicycle lanes and/or paths in road construction and resurfacing projects where appropriate, whether publicly or privately financed.				✓	PWD, CD
<b>T – 21</b>	Continue to require landscaping as part of site development projects; however, care should be taken to ensure that appropriate plantings are selected that do not hinder sight lines along the roadways and intersections as a result of growth and improper maintenance.				✓	PB
<b>T – 22</b>	Promote the development of effective and aesthetically pleasing signage directing the traveling public to parks, recreational areas, and other attractions in Town.		✓			PWD



Table 10-2: Plan Recommendations – “Lead Agency”

Action Lead By	Time Period			
	1-2 years	3-5 years	6-10 years	Ongoing
<b>Planning Board</b> <div>See Amendments, Next Page</div>	LU-1, LU-5, H-2, H-3, H-5, H-7, NR-5, NR-8, NR-9, NR-10, NR-11, NR-12, U-12, T-3	LU-2, LU-3, LU-4, LU-6, LU-9, LU-10, LU-11, H-4, H-6, H-11, NR-2, NR-13, HR-11, U-14		LU-8, NR-3, NR-4, NR-22, T-5, T-14, T-21
<b>Community Development Department</b>	H-9, ED-5, ED-12, T-19	H-10, ED-7, ED-9, T-2, T-6, T-13	ED-10, ED-11, C-2, T-1	H-8, ED-1, T-4, T-7
<b>Town Council</b>	U-7	ED-14, U-6	H-1, T-11	U-11, C-9
<b>Town Manager</b>	C-1, T-16	C-3		HR-9, C-8
<b>Public Works Department</b>	U-8, U-9, U-13, C-6	LU-7, NR-17, T-22	NR-18	NR-6, NR-7, U-10, T-8, T-9, T-10, T-12, T-15, T-17, T-18, T-20
<b>Merrimack Village District</b>		NR-23	NR-19, NR-20	NR-21, NR-24, U-1, U-2, U-3, U-5
<b>Economic Development Citizen Advisory Committee</b>	ED-2, ED-3, ED-6	ED-8, ED-13	ED-11	ED-4
<b>Conservation Commission</b>	U-4	NR-14, NR-15, NR-16, NR-25		NR-1
<b>Merrimack Heritage Commission</b>		HR-1, HR-2, HR-4, HR-5, HR-8, HR-12	HR-3	HR-6, HR-7, HR-10, HR-13, HR-14, HR-15
<b>Parks &amp; Recreation</b>				C-4
<b>School District</b>	C-7			
<b>Library</b>		C-5		
<b>Technology Committee</b>		U-15		U-16, U-17

The Planning Board Amends the Implementation table to re-prioritizing the Master Plan Implementation Activities for the Planning Board as follows:

**Time Period 1-2 years**

(1) Move the following Recommendation from Time Period 1-2 years to 6-10 years

LU-5 Improve Design Standards for Landscaping, etc.

(2) Move the Following recommendations from Time Period 1-2 years to 3-5 years

H-3, H-5, H-7 - Dealing with Residential lot sizes

(3) Move the following Recommendations from Time Period 3-5 years to 1-2 years

LU-2, LU-3, LU-4, LU-6, HR-11 – Dealing with DW Highway & high density housing

These changes facilitate combining the tasks in Time Period 1-2 years into two major tasks:

[1] Task T-3 - Develop Town-Wide Pedestrian and Bicycle Plan

[2] Tasks LU-1, LU-2, LU-3, LU-4, LU-6; H-2 ; U-12 : HR-11 – Dealing with Mixed Use and high density housing

**Time Period 3-5 years**

(1) Move the following Recommendations from 3-5 years to 6-10 years

NR-2, NR13, U-14, LU-10, LU-11 – biodiversity, bldg design, process

These Changes facilitate combining the tasks in Time Period 3-5 years into two major tasks

[1] H-3, H-4, H-5, H-6, H-7, H-11; LU-9 – General review of Residential Zoning

[2] NR-5, NR-8, NR-9, NR-10, NR-11, NR-12 – Considerations for open space, landscaping, etc.

**Time Period 6-10 years**

These changes result in the following tasks to be undertaken in the 6-10 year time period

LU-5, LU-10, LU-11, U-14; NR-2, NR-13

