



# CHAPTER X

## IMPLEMENTATION MATRIX

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The matrix on the following pages represents a condensed presentation of all of the action items from each of the individual topic chapters. The purpose of this matrix is to facilitate the monitoring of the implementation of this Master Plan. By placing all of the action items in one place, separate from the individual chapters, it is much easier to track progress over time and determine where the Town stands in terms of accomplishing the various objectives. A time frame is assigned to each action item as well, to aid in the on-going monitoring of the Plan.

Included in this matrix are the objectives from the 1991 Master Plan. It was acknowledged in Chapter I that many of the 1991 objectives were still valid and applicable today; therefore, by including them alongside the 2008 action items, the Town can better gauge how successfully it is meeting these objectives. Please note that because some of the topic areas are not similar between the two Master Plans, there is not always a direct comparison between many of the 1991 objectives and the 2008 action items. An attempt has been made to line them up where the language is the same or very much alike; other statements are simply listed in the topic area where they seem most applicable.

Note also that many of the individual work groups came to similar conclusions and recommendations; for ease of understanding in this Matrix, any repetitive action items are listed only once, although from reading each individual chapter it is clear that certain actions are considered important from a variety of perspectives (for example, development issues on Route 25 are mentioned in nearly every chapter, but all for different reasons). Also, where some chapters make recommendations that are more appropriately land use issues, these are placed in the Land Use & Economic Development section of the Matrix. Again, one can refer to the individual chapters to see how any of those items are dealt with in the topic area.

**MOULTONBOROUGH MASTER PLAN  
IMPLEMENTATION MATRIX**

ACTION ITEMS	RESPONSIBLE PARTY <sup>1</sup>	TIME FRAME	1991 OBJECTIVES
<b>OVERALL:</b>			
1. Appoint an oversight committee to ensure implementation of Master Plan.	Master Plan Steering Committee	Short term	
2. Educate town officials and board and committee members on Master Plan goals.		On-going	
3. Conduct community outreach to educate the public on the Master Plan.		On-going	
4. Work with the business community to promote Master Plan goals.		On-going	
<b>POPULATION:</b>			
5. Monitor the Visiting Nurse, Senior Meals and other human services programs to be prepared for future impact on services.	Human Services Director	On-going	<ul style="list-style-type: none"> <li>▪ Maintain seasonal population database, such as municipal facility stickers, tax bills and building permit data.</li> </ul>
6. Monitor elderly property tax exemptions to gauge future impact of increased retiree population.	Select Board	On-going	<ul style="list-style-type: none"> <li>▪ Coordinate town population data with other agencies, e.g. schools, LRPC, and the OEP.</li> </ul>
7. Ensure quality education is maintained despite school population changes.	Select Board School Board	On-going	
8. Make use of mapping technology to track population growth and distribution patterns.	Planning Board	On-going	<ul style="list-style-type: none"> <li>▪ Track population age groups, plan for impacts.</li> </ul>
9. Work with Code Enforcement Officer to track residential development within the shorelands.	Building Inspector Planning Board	On-going	<ul style="list-style-type: none"> <li>▪ Protect all shorefront areas from inappropriate development.</li> </ul>
10. Set up a record-keeping system to monitor conversions of seasonal to year-round occupancy.	Building Inspector Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ The Town should establish a better system to monitor conversion of seasonal to year-round occupancy.</li> </ul>
<b>HOUSING NEEDS:</b>			
11. Explore the establishment of a Housing Commission.	Select Board	Short Term	<ul style="list-style-type: none"> <li>▪ Create a local housing task force.</li> </ul>
12. Support the establishment of a local Community Land Trust.	Select Board Planning Board	Mid Term	<ul style="list-style-type: none"> <li>▪ Encourage the establishment of a community land trust</li> </ul>

<sup>1</sup> Please note that any action items in this Matrix that involve adopting or amending a zoning ordinance will also require approval of the voters at Town Meeting.

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
13. Make Town-owned land available for housing.	Select Board Voters	On-going Long Term	<ul style="list-style-type: none"> <li>▪ Consider dedicating town-owned land for moderate-cost housing.</li> </ul>
14. Explore the adoption of a Workforce Housing Ordinance.	Planning Board	Mid Term	<ul style="list-style-type: none"> <li>▪ Establish provisions in the zoning ordinance for multi-family housing.</li> <li>▪ Consider allowing affordable housing by special exception.</li> </ul>
15. Designate areas of town for higher densities.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Develop standards in the zoning ordinance regarding apartment conversions</li> </ul>
16. Provide incentives to developers to build mixed-income units.	Planning Board	Mid Term	<ul style="list-style-type: none"> <li>▪ Encourage the development of limited-equity cooperatives.</li> </ul>
17. Encourage mixed-use developments.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Develop standards in zoning ordinance to encourage accessory apartments.</li> </ul>
18. Support innovative design and construction techniques, including “green” technologies.	Planning Board Building Inspector	On-going	
19. Provide incentives for clustered and village alternative developments.	Planning Board	Mid Term	
<b>WATER, NATURAL &amp; ENVIRONMENTAL RESOURCES:</b>			
20. Adopt aquifer protection zoning	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Town should prepare series of overlay maps to evaluate the impacts of proposed development on resources.</li> </ul>
21. Adopt low-impact development zoning.	Planning Board	Long Term	<ul style="list-style-type: none"> <li>▪ Developers should submit environmental impact studies when sensitive features are present.</li> </ul>
22. Spot-check wells to determine aquifer water quality.	Health Officer	Short Term	
23. Adopt Best Management Practices for groundwater protection	Planning Board	Short Term	
24. Adopt Drinking Water Protection Zoning	Planning Board	Short Term	
25. Adopt a Wellhead Protection Ordinance.	Planning Board	Short Term	
26. Adopt Stormwater Management Regulations		Short Term	
27. Adopt Erosion and Sediment Control Regulations.	Planning Board	Short Term	
28. Adopt low-salt use zones.	Select Board	Short Term	

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
29. Identify failed septic systems and require replacement.	Health Inspector	On-going	
30. Explore expansion of treatment facilities.	Select Board Public Works	Short Term	
31. Install detention structures to control discharge of road sediments into surface water.	Select Board Public Works	Short Term	
32. Adopt a Prime Wetlands Ordinance.	Planning Board	Mid Term	
33. Monitor chemicals and fertilizers along the shorelands.	Health Inspector Conservation Commission	On-going	
34. Monitor shoreland zoning and ensure compliance with state law.	Planning Board Building Inspector	On-going	<ul style="list-style-type: none"> <li>▪ Town policy should be to adopt and implement Innovative Land Use Controls; environmental characteristics zoning should be used to protect natural resources.</li> </ul>
35. Consider protection of wildlife habitat in zoning.	Planning Board Conservation Commission	Mid Term	<ul style="list-style-type: none"> <li>▪ Utilize the Future Land Use Map to protect areas indicated as supporting unique, rare and/or exemplary species and habitats.</li> </ul>
36. Determine wildlife habitat impacts.	Conservation Commission	On-going	
37. Support Conservation Easements for Town benefit.	Select Board Conservation Commission	Short Term	
38. Designate Scenic Roads and specific Viewsheds.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Adopt Scenic Road standards.</li> </ul>
39. Establish municipal conservation funding for open space.	Select Board Conservation Commission	Short Term	<ul style="list-style-type: none"> <li>▪ Establish a local land trust or other means to accept and maintain land dedications.</li> </ul>
40. Recognize property owners for protecting and conserving open space.	Select Board Conservation Commission	On-going	<ul style="list-style-type: none"> <li>▪ Encourage the creative use of cluster option and donations of easements to maintain scenic vistas and protect open space.</li> </ul>
41. Ensure proper installation/maintenance of culverts, ditches, retention and detention ponds.	Public Works	On-going	
42. Ensure adequate Town personnel to enforce land use violations.	Select Board Town Administrator	On-going	
<b>HISTORICAL &amp; CULTURAL RESOURCES, COMMUNITY CHARACTER &amp; APPEARANCE:</b>			
43. Establish a Heritage Commission	Citizens Select Board	Short Term	
44. Develop a Historic Resources Inventory and Map	Heritage Commission	On-going	
45. Establish a Demolition Review Ordinance.	Planning Board	Short Term	

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
46. Replace the Village Zone with Historic District.	Planning Board	Mid Term	
47. Adopt architectural design standards.	Planning Board	On-going	
48. Encourage attractive streetscapes.	Select Board Planning Board	On-going	
49. Adopt RSA 79-E to further village revitalization and adaptive re-use.	Select Board Citizens	Short Term	
50. Identify at-risk buildings; evaluate re-uses/encourage Town purchase and renovation of historic buildings for town use.	Heritage Commission	On-going	
51. Ensure that village improvements respect historic character.	Planning Board Heritage Commission	Ongoing	
52. Develop a common village green for community gatherings.	Select Board Planning Board	Long term	
53. Promote the NH Main Street Program and utilization of its principles.	Select Board Heritage Commission	Short Term	
54. Promote existing preservation mechanisms for agricultural heritage.	Heritage Commission	On-going	
55. Promote existing preservation mechanisms for historic buildings and sites.	Heritage Commission	On-going	
56. Publish and distribute list of Community Landmarks.	Heritage Commission	Short Term	
57. Encourage town-wide dialogue regarding adaptive re-use.	Heritage Commission	On-going	
58. Assess feasibility of vacant or soon-to-be vacant buildings in the village.	Heritage Commission Building Inspector	Short Term	
<b>PUBLIC FACILITIES, SERVICES, UTILITIES &amp; RECREATION:</b>			
59. Establish a formal capital improvements committee and develop a CIP for all public facility, service, utility and recreation needs.	Select Board Planning Board	Short-term	<ul style="list-style-type: none"> <li>▪ Update and implement a CIP.</li> </ul>
60. Establish the Following Committees:			
a. Solid waste and recycling committee.	Select Board	Short-term	
b. Technology needs committee.	Select Board	Short-term	
c. Healthcare task force.	Select Board	Medium-term	
d. Committee to review and prioritize future recreation, senior needs and transfer station expansion/upgrade recommendations and establish time frame for completion.	Select Board	Medium-term	

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
<b>Police</b>			▪
61. Develop a records-retention policy.	Police Department Select Board	Medium-term	
62. Explore regional dispatch for Moultonborough and neighbors.	Police Department Fire Department Select Board	Long Term	▪
63. Develop a plan to address needs of island residents and those furthest from the facility.	Police Department Select Board	Short-term	
<b>Fire</b>			▪
64. Perform an emergency response analysis to determine ideal location for future substation.	Fire Department Select Board	Medium-term	
65. Ensure call firefighter response adequacy.	Fire Department	On-going	▪
66. Evaluate need for contracted ambulance service.	Fire Department Select Board	Medium-term	
67. Ensure adequacy of service to island residents and those furthest from the facility.	Fire Department Select Board	Short-term	
68. Require EMT certification of response team personnel.	Fire Department Select Board	On-going	
<b>Highways/Buildings &amp; Grounds</b>			▪
69. Evaluate consolidating Building & Grounds under the Highway Department.	Road Agent Select Board	Medium-term	
70. Provide space at the Highway Department for storage and office.	Select Board	Medium-term	
<b>Town Office Building</b>			▪
71. Explore the Feasibility of relocating the Recreation offices to space that may become available in one of the school buildings in the future.	School Board Select Board	Short-term	
72. Expand automated payments, registrations, etc.	Select Board Town Clerk	On-going	
73. Standardize hours of operation.	Select Board	Short-term	
74. Continue to enhance Town website.	Select Board	On-going	
<b>Healthcare</b>			
75. Partner with local hospitals to provide 24/7 Emergency Medical Center	Select Board	Mid Term	

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
<b>Transfer Station</b>			▪
76. Monitor solid waste tonnages and recycling rates to ensure participation.	Select Board	On-going	▪
77. Evaluate operating hours to enhance and maximize service to residents.	Select Board	Short-term	▪
<b>Schools</b>			
78. Monitor school enrollment numbers as indicators of future growth.	School Board	On-going	▪
79. Ensure that the community has maximum use of school facilities without limiting student education.	School Board Select Board	On-going	▪
<b>Utilities</b>			▪
80. Consider appropriate new wastewater technologies in future development areas.	Planning Board	Medium-term	
81. Designate areas of town for specific types of development and provide incentives to developers for using innovative wastewater treatment technologies.	Planning Board	Medium-term	
<b>Cable</b>			
82. Require cable access infrastructure for new developments.	Select Board	Short-term	
83. Establish capital reserve fund for infrastructure build out to existing domiciles.	Select Board	Short-term	
84. Develop a priority list of unserved areas targeted for build-out.	Select Board	Short-term	
85. Encourage continued expansion of communication towers to serve hard-to-reach areas of town.		Short-term	
86. Plan for the acquisition and operation of technical resources to offer TV and Internet meeting and broadcast services.	Select Board	Medium-term	
87. Amend current contract to include service provider contribution to build-out.		Medium-term	
88. Develop strategy for build-out requirement in contract.	Select Board	Medium-term	
<b>Recreation &amp; Senior Services</b>			▪
89. Establish a timeline for ancillary items such as parks, beaches, and ball fields.	Select Board	Short-term	
90. Explore options for alternative use facilities to meet new programming needs.	Select Board	Short-term	▪

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	
91. Explore public/private partnerships to meet needs.	Select Board	Short-term	■
92. Explore options for shared community facilities at the schools.	Select Board	Short-term	■
<b>TRANSPORTATION &amp; REGIONAL CONCERNS:</b>			
95. Continue to work with Carroll County Transit System.	Select Board Planning Board	On-going	
96. Consult with Easter Seals on the Transportation Resource & Access Coordination Program.	Select Board Planning Board	Short Term	
97. Work with Lakes Region Planning Commission on public transportation opportunities.	Select Board Planning Board	On-going	■
98. Consolidate municipal parking area in the Village.	Select Board Planning Board	Mid Term	
99. Construct sidewalks on Route 25 in the Village.	Select Board Planning Board NH DOT	Short Term	
100. Construct a crosswalk at Blake Road to the north side of Route 25 to connect schools to Village.	Select Board Planning Board NH DOT	Short Term	
101. Establish a pedestrian connection within the civic complex with a connection to commercial buildings in the Village.	Select Board Planning Board	Short Term	
102. Continue to implement Access Management Techniques in conjunction with the NH Department of Transportation.	Select Board Planning Board NH DOT	On-going	
103. Consider increasing frontage on Route 25 outside of Village to 500 feet.	Planning Board	Short Term	
104. Implement intersection improvements per LRPC recommendations.	Select Board Planning Board NH DOT	On-going	
105. Improve pedestrian safety with Village crossings, connection to trail network and housing.	Select Board Planning Board NH DOT	Short Term	

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
106.Study the concept of a village center road behind the commercial businesses on the north side of Route 25.	Select Board Planning Board	Mid Term	
107.Explore the concept of village centers with mixed use.	Planning Board	Mid Term	
108.Implement connections or access roads between town and private roads.	Select Board Planning Board	Long Term	
109.Reconsider current standards subdivision roads must meet to be accepted as Town roads.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Require maintenance of private roads by owners.</li> </ul>
110.Formalize capital improvement plan for town roads and bridges.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Prepare &amp; maintain a Transportation Improvement Plan, incorp. into CIP.</li> </ul>
111.Review plowing policy on private roads.	Select Board Road Agent	Short Term	<ul style="list-style-type: none"> <li>▪ Keep up-to-date records of town and private roads.</li> </ul>
112.Develop an environmental management plan for use and storage of deicing chemicals.	Select Board Road Agent	Short Term	
113.Develop appropriate airport zoning.	Planning Board	Mid Term	
114.Designate certain roads as Scenic Roads.	Planning Board	Short Term	
115.Establish a revolving loan fund for the underground placement of utilities.	Select Board	Long Term	<ul style="list-style-type: none"> <li>▪ Implement traffic impact fees.</li> </ul>
116.Implement traffic calming measures on Route 25.	Select Board Planning Board	Short Term	
117.Route 25 inside the village should be viewed as a village street with traffic calming techniques applied.	Planning Board	On-going	<ul style="list-style-type: none"> <li>▪ Monitor and regulate development along Route 25 corridor to minimize traffic impacts.</li> </ul>
118.Route 25 outside of the village should have its carrying capacity and rural character protected.	Planning Board NH DOT	On-going	
<b>LAND USE &amp; ECONOMIC DEVELOPMENT:</b>			
119.Hire a permanent Planning Director.	Select Board Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Investigate the possibility of acquiring trained technical staff to assist the Planning Board and other departments with planning-related concerns.</li> </ul>
120.Explore coordination between Town Planner and surrounding towns on related land use issues	Planning Board	On-going	<ul style="list-style-type: none"> <li>▪ Local regulators must properly implement and strictly enforce all state and local regulations.</li> </ul>
121.Correct existing outstanding deficiencies in land use regulations.	Planning Board	On-going	<ul style="list-style-type: none"> <li>▪ Address identified deficiencies in existing regulations in order to improve the quality of land use regulations.</li> </ul>

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
122. Increase protection for water resources.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Monitor location of future development to assure that critical resources and water quality are not severely impacted.</li> </ul>
123. Increase protection of steep slopes, ridgelines and scenic roads.	Planning Board	Short Term	
124. Revisit special exceptions for commercial development in the Agricultural/Residential areas.	Planning Board	Short Term	
125. Annually assess implementation of Master Plan through applicable land use regulations.	Planning Board	On-going	
126. Adopt Design Standards for commercial and industrial development.	Planning Board	On-going	<ul style="list-style-type: none"> <li>▪ Town should design methodology for determining impact fees.</li> </ul>
127. Address commercial development on Route 25, including consideration of: <ul style="list-style-type: none"> <li>a. reducing front setbacks</li> <li>b. locating parking on side or rear of buildings</li> </ul>	Planning Board	On-going	<ul style="list-style-type: none"> <li>▪ Require development along Route 25 and its collector roads to have greater setbacks, or be located off of side roads with shared access points.</li> </ul>
128. Reconsider and re-write as necessary land use regulations governing light industrial development on Route 25 to require landscape buffering of buildings and parking.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Encourage the development of deeper commercial lots along Route 25.</li> <li>▪ Develop more detailed buffer requirements for commercial and industrial development.</li> </ul>
129. Develop land use regulations that support/create village nodes and discourage sprawl along Route 25.	Planning Board	Short Term	<ul style="list-style-type: none"> <li>▪ Limit the location of high traffic-generating uses to roads that are already congested.</li> </ul>
130. Limit commercial development to specific locations/zones, preferably to established nodes.	Planning Board	On-going	
131. Consider expansion of the commercial zone around existing commercial nodes.	Planning Board	Short Term	
132. Create new zones for lower-impact commercial development.	Planning Board	Short term	
133. Work with DOT on Memorandum of Understanding relating to State roads.	Planning Board Select Board NH DOT	On-going	
134. Develop Access Management Guidelines for state and town roads.	Planning Board Select Board NH DOT	On-going	

ACTION ITEMS	RESPONSIBLE PARTY	TIME FRAME	1991 OBJECTIVES
135.Require internal roadways to connect abutting commercial properties.	Planning Board	Short Term	
136.Create common access ways for abutting subdivisions to connect with larger roadways.	Planning Board	Short Term	
137.Consider adopting Innovative Land Use Controls.	Planning Board	On-going	
138.Re-write the Cluster Ordinance to create density incentives for developers who maintain open space and protect natural resources.	Planning Board	On-going	
139.Work with other Town entities and the private sector to enhance the vitality and appeal of the Village Zone to increase its function as the Town Center.	Planning Board	On-going	
140.Update the Sign Ordinance.	Planning Board	On-going	
141.Designate Planning Board, rather than the Select Board, as authority for granting sign permits.	Planning Board Select Board Code Enforcement Officer	Short Term	
142.Amend zoning to require nodal development along major roads.	Planning Board	Mid Term	
143.Amend zoning for Route 25 for most appropriate uses.	Planning Board	On-going	
144.Conduct feasibility studies for potential village expansion with a loop road parallel to Route 25.	Planning Board	Mid Term	
145.Explore the concept of village or neighborhood centers, with mixed uses.	Planning Board	On-going	
146.Growth outside the village should be clustered.	Planning Board	On-going	
147.Support and recognize businesses that voluntarily adopt Master Plan recommendations regarding design.	Planning Board	On-going	
148.Permit higher-density residential development in existing residential and commercial areas.	Planning Board	Short Term	
149.Develop Green Space regulation to buffer commercial development.	Planning Board	Ongoing	
150.Adopt Village Plan Alternative Zoning	Planning Board	Short Term	