

Implementation Plan

A Master Plan is not fully complete without a mechanism that sets the wheels in motion for actions to be taken to implement it. The matrix below is a compilation of strategies that can be explored to help meet the goals and objectives in each chapter of this Master Plan. The strategies include the leadership of different members of the Town staff and Town Boards, Commissions, Committees, and organizations. To maximize the success of this plan, there should be an annual meeting between all of the parties identified in the leadership column of this matrix. This will keep the plan fresh and can be a catalyst for conversation and action.

| Community Facilities Chapter | | | |
|---|---|-----------|--|
| Goal: Maintain community facilities and services that meet the current and future needs of Greenfield residents in an efficient manner. | | | |
| Objective 1: Provide town services to better meet the needs of residents and improve the quality of life in Greenfield. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Determine where improvements can be made in town services; add services based on these findings. | Board of Selectmen & Planning Board | 2018 | Survey residents or hold public informational meetings; Town budget. |
| 2. Investigate upgrading the Town website to process on-line forms and applications. | Town Administrator | 2018-2019 | Update and upgrade the website; Town budget. |
| 3. Investigate enabling on-line motor vehicle registration. | Town Clerk | 2017-2018 | Install needed software; Town budget. |
| 4. Assess recreation services and facility needs. | Board of Selectmen/Buildings & Grounds staff/Town Administrator | 2018-2019 | Buildings & Grounds input; Town budget. |
| Objective 2: Make strategic improvements to town facilities to reduce operating costs and to extend the structural integrity. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Have an energy audit done for the municipal facilities to determine ways to reduce energy costs to the Town. Prioritize projects and develop a schedule to implement the findings. | Board of Selectmen (Buildings & Grounds staff & Town Administrator) | 2017-2019 | Hire a consultant; Town budget and grants. |
| 2. Perform routine and scheduled maintenance on facility operating systems. | Buildings & Grounds staff (Board of Selectmen & Town Administrator) | Annually | Continue proper maintenance and inspections; Town budget. |

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|--|---------------------------------------|-------------------------------------|---|
| 3. Plan for and maintain a Capital Reserve Fund for improvements. | Planning Board (Board of Selectmen) | Bi-annual (plan)/ annual (maintain) | Warrant article; Town budget. |
| 4. Assess the work that is needed at the Meetinghouse to restore the structure for use as a multi-purpose public meeting facility, including improvements to public safety, accessibility, sound amplification system, energy efficiency, and historic preservation. | Board of Selectmen/Town Administrator | 2018 | Coordinate with the Greenfield Improvements Association; Town budget and grants (Moose plate, LCHIP). |

Objective 3: Provide adequate and appropriate facilities for meetings, storage, and general Town operations.

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|--|----------------------------|-----------|---|
| 1. Assess the options for additional storage space for town records, including fire security and climate control. | Town Administrator | 2018-2019 | Coordinate with Police Chief, Town Clerk, and Tax Collector; Town budget. |
| 2. Determine the facility needs for the Highway Department by projecting the future operational and storage needs for equipment and materials needed to adequately maintain Greenfield roads. | Department of Public Works | 2018-2019 | Communicate to Planning Board and Board of Selectmen (CIP); Town budget. |
| 3. Consider the reconfiguration of the recycling facility to improve efficiency and revenue. | Recycling | 2018-2019 | Communicate with Recycling Center Supervisor (include in CIP); Town budget. |
| 4. Assess the Old Office Building to reintegrate its use for municipal purposes, including additional office space. Improvements to consider include energy efficiency, accessibility, historic preservation, etc. | Board of Selectmen | 2018-2019 | Coordinate with Planning Board, Building & Grounds, department heads & Town Office. Collaborate with CMRC to inspect the building; Town budget. |

Objective 4: Upgrade public facilities to meet emerging needs.

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|--|------------|-----------|--|
| 1. Consider a training facility for local and regional fire and rescue operations. | Fire Chief | 2018-2019 | Determine the need and feasibility; Town budget, grants, fund raising, regional resources. |

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|---|-------------------------------------|-----------|--|
| 2. Add up-to-date audio/visual equipment in meeting rooms (i.e. projector, smart board/screen, etc.). | Planning Board & Town Administrator | 2018 | Determine updates needed; Town budget. |
| 3. Investigate digitizing town records. | Town Administrator | 2018-2019 | Scanning of records; Town budget. |

Population & Housing Chapter

Goal: To have a range of housing options to meet the current and future housing needs of Greenfield residents.

Objective 1: Consider innovative approaches to providing housing options to all ages, income levels, people with disabilities, and household size.

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|--|----------------|---------|----------------------------------|
| 1. Attend planning sessions and webinars on housing issues to maintain the latest planning techniques. | Planning Board | Ongoing | Attend conferences; Town budget. |
| 2. Update ordinances and regulations to incorporate latest planning techniques to provide for optimal housing alternatives; consider innovative land use approaches. | Planning Board | Ongoing | Annual review; Town budget. |

Economic Development Chapter

Goal: To have a mix of innovative and traditional businesses, including home-based businesses, which maintain the character of the neighborhood and quality of the natural environment.

Objective 1. Expand Business and Employment Opportunities in different employment sectors.

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|---|--|---------|--|
| 1. Develop a promotional campaign to highlight and market the economic development opportunities that Greenfield has to offer. | Economic Development Advisory Committee (EDAC) | 2017 | Through the Economic Development Plan; Town budget. |
| 2. Update the Town website to show that Greenfield is a “business friendly community”. Make information available on-line to encourage business development. | Economic Development Advisory Committee (Board of Selectmen) | 2017 | Website update by the IT contractor; Town budget. |
| 3. Expand the property tax base by encouraging home-based businesses, promoting in-fill and mixed-use development, retaining existing employers and recruiting new employers. | Economic Development Advisory Committee | Ongoing | Coordinate with the Planning Board for zoning amendments; Town budget. |

| Objective 2. Provide for utility and infrastructure that allows for the desired and appropriate economic growth for Greenfield. | | | |
|---|--|-------------------------|--|
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Support efforts to expand the availability and quality of broadband infrastructure through local broadband planning and support funding needed for implementation. | Economic Development Advisory Committee | 2018-2020 | Explore funding options; Town budget. |
| 2. Explore options for 3-phase power to industrial land on Forest Road. | Economic Development Advisory Committee | 2017 | Communicate with Eversource and local businesses; Town budget. |
| Objective 3. Continue to build local support for economic development. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Coordinate efforts with the Economic Development Advisory Committee to pursue the economic development objectives of the master plan update and to advise and inform local government and residents. | Economic Development Advisory Committee (Board of Selectmen) | Ongoing | Standard policies and practices; Town budget. |
| 2. Review permitting procedure for new applications to prevent delays or obstacles for potential businesses. | Planning Board | Annual review procedure | Coordinated effort between EDAC and Zoning Enforcement Agent; Town budget. |
| Land Use Chapter | | | |
| Goal: Maintain the existing rural atmosphere of the Town while allowing for appropriate growth. | | | |
| Objective 1: Develop policies to meet emerging needs of the community while maintaining the rural character. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Review and consider revising land use regulations to address potential barriers to home based businesses. | Planning Board | Annual review | Review Zoning Ordinances and Site Plan Review Regulations for barriers; Town budget. |
| 2. Consider adopting innovative land use approaches (such as found in RSA 674:21) such as conservation subdivisions. Provide options to the development of land that considers the conservation of land as an integral part of the overall project. | Planning Board | 2017-2018 | Hire a land use consultant; Town budget. |

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|---|--|------|---|
| 3. Support activities that promote agricultural practices to younger generations such as farm-to-school initiatives and school gardening and composting programs. | Planning Board | 2018 | Send a letter to Greenfield School Principal; Town budget and grants. |
| 4. Consider occasional Community Marketplace event(s) on town property. | Economic Development Advisory Committee (Board of Selectmen) | 2019 | Discuss the feasibility and logistics of such an event; Town budget and grants. |

Objective 2: Maintain Greenfield’s Heritage and Historical Significance. The historical buildings, cemeteries, stone walls, and gathering places should be maintained to provide protection for these significant town treasures.

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|--|----------------|------|---|
| 1. Consider the creation of a Heritage Commission. | Planning Board | 2018 | Meet with the Historical Society; Town budget |

Traffic and Transportation Chapter

Goal: To provide for the safe transportation of people and goods for all modes of transportation available in Greenfield. Seek to expand transportation options.

Objective 1. Improve roads, ditches, culverts, and bridges to handle stormwater during heavy weather events.

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|--|---|---------|--|
| 1. Maintain an inventory of road, culvert and bridge conditions with sufficient detail to include in the Capital Reserve Funds to cover anticipated costs. | Department of Public Works | 2018 | Review SADES-RSMS program to assess its viability for the town. Work with the Town Administrator and Board of Selectmen; Town budget and grants. |
| 2. Identify funding sources to improve and expand stormwater management efforts. Explore grant opportunities through State and Federal sources such as NH DOT, FEMA, and NHSEM for culvert upgrades, erosion control, bridge repair/replacement, etc. | Town Administrator (Department of Public Works) | Ongoing | Coordination between the Town Administrator and the Department of Public Works; Town budget. |
| 3. Maintain a dialog with NH DOT on concerns for improvements needed to State highways. Identify and advocate for transportation projects to be included in the New Hampshire Ten Year Transportation Plan. Work with SWRPC through the Transportation Advisory Committee on potential projects. | Planning Board (Greenfield SWRPC Commissioner) | Annual | Dialog between the Town Administrator, Board of Selectmen, Planning Board, and Department of Public Works; Town budget. |

| Objective 2. Ensure that safe passage is available for pedestrians and bicyclists. | | | |
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| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Investigate the benefits and appropriate application of Complete Streets options. | Planning Board | 2018-2020 | Work with NHDOT and SWRPC; Town budget and grants. |
| Objective 3. Support rural driver networks to provide rides for residents to regional facilities for medical appointments, employment, shopping and entertainment. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Provide outreach assistance to driver networks by helping to recruit local volunteer drivers (using town website, newsletter, etc.). | Town Administrator | 2017 | Contact SWRPC for link to directory for volunteer driver network; Town budget. |
| 2. Support volunteer driver programs. | Board of Selectmen | Ongoing | Continue to make donations to programs; Town budget. |
| Energy Chapter | | | |
| Goal: To become more energy efficient and reduce the need for energy that relies solely on fossil fuels. | | | |
| Objective 1. Develop ways in which the town facilities can reduce energy consumption through conservation. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Review the town's current weekly operations of facilities. Consider ways in which the hours of usage may be reduced. | Town Administrator | 2018 | Contact NHOEP and Eversource for assistance; Town budget and grants. |
| 2. Consider motion sensors for indoor and outdoor lighting in Town facilities where appropriate. | Town Administrator | 2018 | Contact NHOEP and Eversource for assistance; Town budget and grants. |
| Objective 2. Develop ways in which town facilities can reduce energy consumption through improving on efficiency. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Seek opportunities to provide funding for an energy audit of all town facilities. Set a schedule to conduct the audits. | Town Administrator | 2018 | Research energy conservation grants; Contact NHOEP, SWRPC, and Eversource for assistance; Town budget. |

| Strategy/Action | Leadership | When | How/ Funding & other resources |
|--|---|-----------|---|
| 2. Replace outdated appliances and equipment with energy star rated appliances/equipment. | Town Administrator (Buildings & Grounds staff) | Ongoing | Coordination between Town Administrator and Buildings and Grounds staff; Town budget and grants. |
| 3. Replace fluorescent bulbs with LED bulbs. | Town Administrator (Buildings & Grounds staff) | Ongoing | Maintenance activity; Town budget and grants. |
| 4. Utilize standard weatherization practices such as caulking windows and doors, install window blinds and curtains, improve insulation, etc. | Town Administrator (Buildings & Grounds staff) | Ongoing | Coordination between Town Administrator and Buildings and Grounds staff; Town budget and grants. |
| Objective 3. Reduce Greenfield's overall carbon footprint. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Consider the use of alternative fuels in Town vehicles. | Board of Selectmen | 2022 | Research cost effective options; Town budget and grants. |
| 2. Determine the feasibility of installing solar panels or other alternative energy sources in public facilities. Develop a cost/benefit analysis for the buildings that are capable of supporting the alternative energy source. | Board of Selectmen | 2018-2020 | Form an Energy Committee; Town budget and grants. |
| 3. Develop an outreach campaign to enhance the public awareness on ways in which they can reduce energy consumption through greater conservation and improved energy efficiency. Host an event with a presenter from NHOEP, UNH Cooperative Extension, Eversource, or other. | Energy Committee and Library | 2018-2020 | Develop material to add to the website and newsletter. Organize town event with presenters; Town budget and grants. |
| 4. Develop a solar ordinance and resource materials for individuals to use as a guide for obtaining individual and group net metering benefits while maintaining the rural character of Greenfield. | Planning Board (Economic Development Advisory Committee) | 2017-2019 | Review resource material, review ordinances from other towns, and attend energy forums; Town budget and grants. |
| 5. Review the Wind Ordinance and update as appropriate. | Planning Board | 2019 | Determine if any updates or revisions are needed to the Wind Ordinance; Town budget. |

| <p>Construction Materials Chapter Goal: Protect the integrity of the landscape to the greatest extent possible while permitting the earth excavations within local and state regulations.</p> | | | |
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| <p>Objective 1: Process applications for earth excavations submitted in accordance with the Greenfield Regulations Governing Earth Excavations and NH RSA 155-E.</p> | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Require additional information when necessary to provide the Planning Board with sufficient information to make a decision on the application. Solicit assistance from a third party when needed for professional input. | Planning Board | Ongoing | Consult with Code Enforcement staff when necessary; Application fees. |
| 2. Require specific information on the Reclamation Plan to ensure that the disturbed area will be appropriately landscaped when the operation has ceased. Ensure that the performance bond is sufficient to cover the total costs of reclamation. | Planning Board | Ongoing | Seek advice of a third party when necessary; Application fees. |
| <p>Natural Features Chapter Goal: Protect and preserve our natural resources, significant and sensitive lands, and water bodies for the enjoyment and value they provide to current residents and future generations as well as the many visitors that are attracted to Greenfield.</p> | | | |
| <p>Objective 1. Maintain and improve water quality where needed in the rivers, lakes, ponds, and other waterbodies in Greenfield.</p> | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Review the NHDES List of Impaired Waters annually to determine waterbodies that are in need of improvements. Monitor changes in water quality reports. | Conservation Commission | Annual | Get the annual list of impaired waters from NHDES and communicate with VRAP and VLAP groups; Town budget. |
| 2. Develop Watershed-based Management Plans for the lakes, ponds, and rivers. | Conservation Commission | 2018 | Work with SWRPC or other non-profit organization to seek a 604b grant from EPA (NHDES); Town budget or grant. |
| 3. Begin and/or continue participation in programs such as VLAP, VRAP, Lake Host, and Weed Watchers. | Conservation Commission | Ongoing | Seek additional volunteers; Town budget and grants. |
| 4. Develop an outreach and education campaign for topics such as invasive species, stormwater management, septic maintenance, etc. Utilize programs such as <i>Soak up the Rain</i> to implement demonstration projects. | Library | 2018 | Coordinate with the Conservation Commission and the Code Enforcement staff; Town budget and grants. |

| Objective 2. Continue to protect forested areas, shorelines, scenic vistas, and farmland through conservation easements and purchases. | | | |
|--|---------------------------------------|-----------|---|
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Develop a conservation plan to create unfragmented corridors for wildlife and recreation. Determine priority areas for future purchases and conservation easements. | Conservation Commission | 2017-2019 | Work with a consultant to develop a plan; Town budget and grants. |
| 2. Manage conservation land by monitoring the uses and implementing good stewardship practices. | Conservation Commission | Ongoing | Work with the Town Forester, Monadnock Conservancy, Piscataquog Conservation Commission and others; Town budget and grants. |
| 3. Coordinate with neighboring communities to identify and prioritize tracts of land to consider for conservation that will provide contiguous unfragmented areas for wildlife corridors across borders. | Conservation Commission | 2019-2020 | Hold a meeting with the Conservation Commissions from neighboring towns; Town budget |
| Objective 3. Update land use regulations, town policies, and general town practices with innovative approaches to protect and conserve our natural resources. | | | |
| Strategy/Action | Leadership | When | How/ Funding & other resources |
| 1. Consider incorporating rain gardens and other stormwater management methods at municipal facilities and encourage them in site plan designs. | Planning Board and Board of Selectmen | 2018 | Invite a presenter from NHDES to a town sponsored event; Town budget. |
| 2. Consider encouraging voluntary water conservation strategies during times of drought. Provide outreach materials and guidance to residents for methods of conserving water. | Conservation Commission | 2017 | Develop outreach materials and links to resources to add to the Town website. Invite a presenter from NHDES to a town sponsored event; Town budget. |