

14 Implementation

“There is no power for change greater than a community discovering what it cares about”

– Margaret J. Wheatly

The Action Plan

The action items listed in the following tables are a direct result of the research and community input received for each of the chapters addressed in this Master Plan. Implementation of these actions will help Littleton to oversee the realization of the Vision and the Future Land Use Plan that has been established for the future of the Town. It is important to recognize that the community

itself is a dynamic system, and does not operate in isolation. To that end, this Action Plan has been created as a dynamic tool, and is intended to be modified and updated as necessary to optimize its usefulness. On an annual basis, the status of each action item outlined here will be reported by the responsible party and recorded in the Town Report.

TAKING STEPS TOWARDS IMPLEMENTATION

The implementation actions on the following pages address interconnected community and land use issues including housing, transportation, natural resources, development, the arts, and more. These actions are broken out into the following categories:

REGULATORY AND POLICY ACTIONS

Regulatory actions include recommendations related to land use policy change and development. These actions ensure Littleton's land use regulations are being updated so that they are compatible with the Vision and Future Land Use Plan outlined in this Master Planning document. These are listed in a separate table and should primarily be accomplished by the Planning Board.

INFRASTRUCTURE

Municipal infrastructure upgrades and improvements are captured in this section and include a range of built infrastructure systems including water and sewer, community facilities, energy, recreation facilities, and more.

COMPREHENSIVE PLANNING

Comprehensive planning initiatives aim to achieve Master Plan goals by diving deeper into analyzing and developing solutions related to a specific aspect of community life. These may include an inventory of resources, focus area plans, implementation of other existing planning documents, and more.

MARKETING AND PROMOTION

Publicizing Littleton and its resources to its residents, surrounding communities, and other visitors is an important economic development strategy to maintain the community's vibrancy and strong local economy. These actions focus on ways to market and promote community assets.

PROGRAMS AND PARTNERSHIPS

Other non-regulatory actions that reference the creation of a program or partnership are included in this category. Programs may be related to education, training, communication, and increasing awareness of municipal planning issues.

Other information referenced in the implementation table include:

- **Priority:** Each action is assigned a priority level (S=short-term, M=mid-term, L=long-term, and O=on-going) to indicate which actions are most important to focus on first.
- **Responsible Party(s):** The primary group(s) who should be the lead on accomplishing the action.
- **Potential Partners:** Other stakeholders who should be brought in during the process of completing said action.
- **Project Status:** This column provides space to track progress of action items.



Action Items for the Planning Board

#	Action	Priority	Responsibility Parties	Potential Partners	Status of Action
1. REGULATORY & POLICY ACTIONS					
1.1	Complete a policy audit of the Master Plan and land use regulations to ensure they are aligned. Where they are not aligned, identify regulatory changes that are needed.	S	Planning Board	N/A	
1.2	When adopting changes to Littleton's zoning regulations, consider promoting mixed-use development so that daily activities are integrated rather than separated. Activities that are separated require vehicle trips between zones, reducing the ability to walk/bike between destinations. Include provisions for bicycle and pedestrian facilities in the zoning. Explore the possibility of Form Based Code zoning.	S	Planning Board	N/A	
1.3	Complete a housing and regulations inventory to ensure that Littleton's regulations provide opportunities to create and track a diverse mix of housing unit types including housing solutions such as cohousing and tiny homes.	M	Planning Board	N/A	
1.4	Research alternatives for monitoring and permitting the creation of new residential units. This could be accomplished through a permit requirement or other regulatory process.	M	Planning Board	Planning & Zoning Department	
1.5	Foster dialog to consider regulations to reduce the impact of development in sensitive areas and help manage non-point source pollution and stormwater drainage. Promote the use of green infrastructure solutions and other Best Management Practices (BMPs) to reduce non-point pollutants from industrial, commercial and residential developments.	L	Planning Board	Developers, Ammonoosuc Conservation Trust	
1.6	Discourage industries posing a substantial health, safety, or environmental hazard. Review the possibility of site plan review as this process allows a platform for issues to be brought to the table up front and improves development success.	L	Planning Board	N/A	
1.7	Review and revise the zoning ordinance, with guidance from the Future Land Use map and plan, to ensure future development is located in areas that do not strain the water system, and any of the other resources and infrastructure discussed in this Plan.	L	Planning Board	N/A	

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1.8	Continue to maintain an up-to-date Capital Improvements Program that forecasts needs and infrastructure improvements.	S	Planning Board	Town Manager	
1.9	The Town of Littleton should prepare for the services that will be required by a larger elderly population. This will include transportation, housing, access to healthcare, and other programs.	O	Planning Board	Town Manager, Selectboard	

Interconnected Action Items

#	Action	Priority	Responsibility Parties	Potential Partners	Status of Action
2. REGULATORY & POLICY ACTIONS					
2.1	Develop and adopt a town-wide Complete Streets Policy to ensure all new roadways are designed to accommodate all modes of transportation to the highest extent possible.	L	Town Manager, Highway Dept	Regional Planning Commission, NHDOT	
2.2	Where appropriate, reduce the required road widths and other requirements for new development that increase impervious cover, unless the roadway is a complete street design with green street design aspects.	L	Highway Dept & Police Dept	Planning Board	
2.3	Monitor and further assess the impacts and solutions for flooding that causes road closures in the area. Update roadway construction maintenance standards, including the use of larger culverts.	M	Dept of Public Works	Town Manager	
2. INFRASTRUCTURE					
2.4	Invest in the downtown's streetscape by upgrading and maintaining sidewalks, adding bike lanes and bike racks, and planting street trees.	L	Dept of Public Works	Planning & Zoning Department	
2.5	Pursue opportunities to reuse or redesign existing industrial and commercial areas, including the reuse of existing buildings and infill with new development. Building design, signs, landscaping, and overall appearance of these areas should be encouraged to meet high standards. Attention to image and appearance is part of being a regional center and will help attract more commercial, industrial and tourism growth.	M	Town Manager	Planning Board, Planning & Zoning Department	

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2.6	Create job training infrastructure and programs such as a business incubator, shared office spaces, and co-working opportunities.	M	Economic Development Committee, Littleton Industrial Development Corps, Chamber of Commerce	Town Manager	
2.7	Continue to support and promote the integration of public art into Littleton's built and natural environment where appropriate (including parks, streetscapes, trails, and building facades).	O	Arts and Cultural Commission	Parks and Recreation Dept	
2.8	Evaluate existing arts and cultural spaces and other needs for exhibition, galleries, performance or other types of arts and cultural space and infrastructure.	M	Arts and Cultural Commission	N/A	
2.9	Maintain existing public art and work with local artists to install new artistic displays in public spaces. An RFP process could be utilized to solicit artists for permanent and/or temporary displays.	M	Arts and Cultural Commission	Local artists and businesses, Chamber of Commerce	
2.10	Partner with Littleton Water & Light (LWL) to establish electric car charging stations in Littleton.	S	Town Staff	Littleton W&L	
2.11	Refer to the future land use map and evaluate future sewer and water line extensions on the land capability of the area being served.	L	Littleton W&L	Town Manager	
2.12	Consider traffic calming techniques on new roadway projects and on existing roadways when possible.	L	Department of Public Works	NH Dept of Trans	
2.13	Complete the path along the railroad right of way from the industrial park to the east, which would serve as a primary walk/bike corridor through town	S	Town Manager	River District, Parks and Recreation Dept	
2.14	Continue to encourage stewardship of town trails by improving trail and parking signage related to littering and vandalism.	S	Conservation Commission	Town Manager	
2.15	Apply for Transportation Alternative Program (TAP) funds, through the NH Department of Transportation, for the construction of additional sidewalks and multi-use paths along state routes in Littleton.	L	Town Manager	Dept. of Public Works	

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2.16	Work with the New Hampshire Department of Transportation to establish park and ride facilities, in existing parking lots, at key interchanges on I-93.	L	Town Manager	Parks and Recreation Dept, Chamber of Commerce	
2.17	Address the Lakewood Elementary School building due to inadequate space needs and failing infrastructure.	S	Selectboard, School Board	N/A	
2.18	The Town should continue to contract with the Glenwood Cemetery Association for the operation and maintenance of the Town-owned cemeteries.	O	Selectboard	N/A	
2.19	Continue to promote residential, commercial, and industrial recycling in Littleton and investigate how to establish a community composting program to reduce landfill costs. Promote recycling by placing bins in high traffic areas in public areas. Expand the categories of materials accepted at the Recycling Center as new materials become marketable.	O	Transfer Station	Pemi-Baker Solid Waste Commission	
2.20	Continue evaluating the development of another transmission supplier/provider for the Town's 34.5 kV transmission line, or a connection point directly to the grid. This would provide an additional layer of reliability to an already reliable system.	O	Littleton W&L	N/A	
2.21	Conduct energy audits of municipal buildings, and encourage the school, residences, and businesses to do the same. Ensure this is budgeted in the town's Capital Improvement Plan, as appropriate. Assist remediation of low efficiency buildings through grant research and incentive programs.	O	Energy Commission	N/A	
3. COMPREHENSIVE PLANNING					
3.1	Prepare a Downtown Plan that includes an inventory of vacant building spaces and a plan to market these spaces. Incorporate strategies that strengthen the downtown as the historic center of commerce, serving as a complement to surrounding retail districts and the core of the community.	O	Town Manager	Chamber of Commerce, River District Commission	
3.2	Continue to grow Littleton's industrial park and promote mixed-use development, as illustrated on the Future Land Use map, to ensure a thriving business base in town.	O	Littleton Industrial Development Corps	Economic Development Commission, Town Manager	
3.3	Implement Littleton's Downtown Parking Plan, which will help improve the experience for tourists and resident's downtown.	S	Town Manager, Selectboard	N/A	

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3.4	Complete a Wayfinding Study to evaluate the quality and effectiveness of the existing signage and wayfinding system in the downtown area and gateways. Improve wayfinding signs and increase parking signage.	S	Town Manager, Selectboard	Dept. of Public Works, Police Dept.	
3.5	Follow the strategies for improving bicycle and pedestrian connectivity outlined in the Littleton Bicycle & Pedestrian Plan.	S	Town Manager, Selectboard	Highway Dept	
3.6	Conduct a thorough inventory of all existing historic and cultural resources in Littleton. The first step could be developing a GIS map and list of existing structures by time period.	O	Historical Society	Town Manager	
3.7	Pursue historic preservation funding opportunities through programs such as LCHIP (Land and Community Heritage Investment Program) and grant services offered by the NH Preservation Alliance.	O	Town Manager	Historical Society	
3.8	Delegate a steward/monitor of the Energy Management Plan, now that the Energy Committee is inactive. Continue utilizing the Energy Management Plan to track energy use in municipal buildings.	M	Energy Commission	Selectboard	
3.9	Create a recreational trail network/greenway plan for the entire town that identifies existing trails and future trail connections and properties to be protected. Evaluate the town's trail system and prioritize improvements related to parking, signage, and other amenities. This could include a path to the Brickyard Road field, a multi-use trail from the downtown out to the hospital site, trail connections to neighboring towns, and additional hiking and biking trails in the less developed portions of Littleton.	M	Town Manager, Parks and Recreation Dept	Conservation Commission, Parker Mountain, Highway Dept	
3.10	Assess the recreational needs of different user groups in the community, especially seniors, and how they are being met. If there are unmet needs, prepare a strategic plan to guide the addition and/or improvement of recreational facilities, programs, and related administration.	M	Parks and Recreation Dept	Senior Center, Public schools	
3.11	Work with new partners on opportunities that arise in the future to improve and/or expand program offerings and access to recreational facilities and areas. Ensure that recreational opportunities are available to those with disabilities.	M	Parks and Recreation Dept	N/A	

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3.12	Pursue land protection opportunities that create corridors of contiguous open space, protect natural resources, such as the Ammonoosuc River, and offer outdoor recreation opportunities. Utilize the development constraints co-occurrence map, found in the Appendix, to identify high-priority conservation parcels that have productive farming soils and other sensitive natural resources.	L	Conservation Commission	N/A	
3.13	Budget for land protection to ensure strategic conservation opportunities are pursued. To accomplish this, consideration should also be given to using a greater portion of the penalty payments received for land taken out of current use to help fund this activity.	L	Selectboard	Conservation Commission	
3.14	Partner with other conservation-based organizations working in Littleton and the region to increase funds, access a wider audience, and pursue land protection efforts that will benefit the community and the region.	L	Conservation Commission	Ammonoosuc Conservation Trust, Society for Protection of NH Forests, The Nature Conservancy	
3.15	Identify organizations to partner with and then pursue protection of agricultural land through outright purchase, purchase of easement/development rights, and donations.	L	Conservation Commission	Ammonoosuc Conservation Trust, Society for Protection of NH Forests, The Nature Conservancy	
3.16	Work to update and implement the Littleton Prime Wetlands Study, and any proposed prime wetlands should be certified by the NH Wetlands Bureau.	L	Conservation Commission	Wetlands Scientist	
3.17	Littleton and nearby communities should work together to support the formation of a wetland bank in the Ammonoosuc River Watershed.	L	Conservation Commission	Neighboring communities	
4. MARKETING AND PROMOTION					
4.1	Develop a multi-stakeholder branding strategy that tells Littleton's unique story, which is an artistic endeavor itself, and create coordinated, engaging graphic design, advertising, and marketing materials.	O	Chamber of Commerce	Town Manager, Economic Development Committee	
4.2	Strengthen Littleton's market position as a regional employment center, through positive promotion and marketing, to attract desirable growth, development or redevelopment investments. Market the community's low electric rates to prospective businesses.	M	Chamber of Commerce	Economic Development Committee, LIDC, Town Manager	

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4.3	Work to attract key industries or companies to Littleton to do business. Ensure businesses are happy with their experience in Littleton and provide opportunities for them to expand, if desired, and forge partnerships with local organizations, schools, etc. Recruit creative businesses such as screen printing, digital media, artisanal food processing, and others.	O	Chamber of Commerce, Town Manager	Economic Development Committee	
4.4	Encourage small businesses to open downtown by welcoming entrepreneurs and small business owners. Work with non-profit businesses development agencies to provide information and matchmaking services that help management companies find available space.	O	Chamber of Commerce, Town Manager	Economic Development Committee	
4.5	Work with the Chamber of Commerce and other related partners to develop a comprehensive marketing plan that aims to increase tourism in the town and overall region.	O	Chamber of Commerce, Town Manager	Economic Development Committee	
4.6	Attract and retain more tourism related businesses and a wider range of industries to help diversify the local economy and increase the non-residential tax base.	O	Chamber of Commerce, Town Manager	Economic Development Committee	
4.7	Explore ways to organize and promote more multi-day events in Littleton to boost tourism and attracts visitors	O	Chamber of Commerce, Town Manager	Economic Development Committee	
4.8	Encourage business partnership to create "tourism packages" centered around large events, conferences, etc. These may include discounted rates to a hotel, restaurants, event fees, etc. Promote widely.	O	Chamber of Commerce	Town Manager, Parks and Rec Dept	
4.9	Publicize recreation groups, events, and activities on the Littleton Parks and Recreation website as affiliated organizations. Promote recreation related events on town website.	O	Parks and Rec. Dept	Parker Mountain, Mt. Eustis, Conservation Commission	
4.10	Develop communication materials and content about the importance and economic value of recreation to the wider community to gain broader support for recreation projects.	M	Parks and Rec. Dept	Town Manager	
4.11	Host more outdoor recreation related events in town to contribute to the local economy, promote tourism, and strengthen sense of place.	M	Town Manager, Parks and Rec. Dept	Parker Mountain Trails, Mount Eustis	
4.12	Continue promoting Littleton's existing arts and creative sector assets, such as the performing arts spaces (Opera House, etc.), galleries, and events.	O	Chamber of Commerce	Opera House, local artists/ businesses	

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4.13	Consider utilizing unique technology to promote arts and cultural activities and places such as a shared online calendar for all arts events in the town and beyond.	S	Chamber of Commerce, Town Manager	Arts and Cultural Commission, local designers/businesses	
4.14	Support the continuation of the Littleton Arts and Culture Festival. Promote the festival through unique marketing activities and consider providing tourist packages for visitors. Explore other possibilities for arts-related events in town and partner with the schools and other organizations to make them happen.	O	Chamber of Commerce, Town Manager	Arts and Cultural Commission, local artists/businesses	
5. PROGRAMS					
5.1	Work with local organizations on attracting and retaining employment opportunities, especially jobs at higher pay scales, which will contribute positively to the community's economic wellbeing.	O	Chamber of Commerce	Economic Development Committee	
5.2	Work with the School Board to better incorporate school properties into community life. With decreasing enrollment, school buildings may be able to meet some of the other needs of the community by providing space for programs and services that would otherwise be housed elsewhere with additional costs.	L	School Board	Selectboard	
5.3	Expand existing job training opportunities through the Training Center by enhancing linkages with the College of Lifelong Learning, New Hampshire Community Technical College in Berlin, and Plymouth State University.	S	Littleton Industrial Development Corps., Chamber of Commerce	Town Manager, Economic Development Committee	
5.4	Actively seek opportunities to develop a community college campus in Littleton. Integrate higher education/training programming and planning to align with workforce development needs	L	Town Manager, Selectboard	Economic Development Committee	
5.5	Utilize some of the economic development tools authorized by the state to encourage redevelopment and rehabilitation of buildings in the downtown (79-E, ERZ, etc.)	M	Town Manager, Selectboard	Economic Development Committee	
5.5	The community should address the long-term stewardship issues of the protected parcels and recreational facilities in Littleton. This may include roles for the various user groups and clubs (i.e. horseback riders, snowmobilers, mountain bikers, Littleton Off-Road Riders, etc.) in monitoring properties and trail maintenance. Work with local groups to conduct trail maintenance activities.	L	Parks and Recreation Dept, Conservation Commission	N/A	

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5.6	Be proactive about funding recreation related projects by finding grants to offset payment of improvements.	O	Town Manager	Parks and Rec Dept, Senior Center	
5.7	North Country Transit operates the Tri-Town Trolley in Littleton, Whitefield, and Lancaster and Littleton should continue to support this system to help maintain and expand services.	O	Municipalities through warrant articles	N/A	
5.8	Create a resource for the general public that helps them easily navigate the permitting and regulatory process.	M	Planning & Zoning Staff	Town Manager	
5.9	Educate landowners about the benefits of leaving lands open to the public and the liability protections provided by existing laws.	O	Conservation Commission	Local conservation organizations	
5.10	Educate landowners and foresters about sustainable forestry practices.	O	Conservation Commission	Local conservation organizations	
5.11	Support the creation of a lead safety education campaign to communicate risks to Littleton families.	O	Health Officer	N/A	