

# 2011 Master Plan Implementation Guide

## Town of Sandwich, NH

Plan approval & most recent revision: February 17, 2011

**Vision Statement**  
 Sandwich Should: (1) Remain a highly desirable place to live and work by retaining its quiet, rural, small-town character through protection of its valuable natural resources, preservation of its cultural and architectural heritage and scenic beauty; (2) Be vibrant and diverse by promoting social, cultural, housing and recreational opportunities for all age groups; (3) Maintain its high quality of community facilities and services in a cost effective manner; and (4) Provide opportunities for employment and small-scale businesses consistent with our rural character.

\* Note: This implementation guide provides a summary of each action from the Master Plan. A fuller discussion of each action can be found in the appropriate full Master Plan Chapter under the Action Plan section. The individual chapter Action Plans have precedence.

Goal/ Action	Related Actions	Priority (years)	Lead Responsibility **
<b>Population &amp; Housing Goal</b>	<b>#1. Allow for modest growth of residential development of a size, design and quality compatible with Sandwich's small town, rural character and recognizes Sandwich's evolving demographics.</b>		
	<b>#2. Provide reasonable opportunity for housing choice so that greater age and income diversity can be achieved.</b>		
<b>PH-1</b>	<b>Provide opportunities for a variety of home ownership and rental housing that will be affordable to a broad range of age and income groups.</b>		
PH-1.1	Consider amending the zoning ordinance to permit fully independent accessory dwelling units (that include separate kitchen and sanitary facilities) in residential zoning districts.	LU 2.1 to 2.5	
<b>Natural &amp; Scenic Resources Goal</b>	<b>#3. Protect historic resources, natural environment, scenic beauty, open space, clean water and wildlife through well-managed growth and careful planning.</b>		
<b>NR-1</b>	<b>Protect our water resources including: surface waters watersheds, shorelines, wetlands, floodplains, and aquifers.</b>		
NR-1.1	Update the Prime Wetlands designations and documentation including mapping for each Prime Wetland.		
NR-1.2	Consider more stringent requirements for activities adjacent to Prime Wetlands such as expanded setbacks.		
NR-1.3	Consider separating the shoreland aspects of Wetland Protection and placing them into a separate, but compatible, local Shoreland Protection Overlay District that would focus particularly on lower order streams not covered by the state Comprehensive Shoreland Protection Act (CSPA).		<b>Note: Implementation priority and responsibilities to be determined through discussion between the Planning Board and other town committees.</b>
NR-1.4	Consider adoption of specific, more restrictive shoreland and watershed protection measures within the Beebe River Watershed and portions of the Ossipee River and Winnepesaukee River watersheds.	LU 2.5	
NR-1.5	Amend the Subdivision and Site Plan Review Regulations to incorporate stormwater management standards that require best management practices for Low Impact Development and minimize the amount of impervious surfaces for any land use activity that disturbs more than 20,000 sf of land.		
NR-1.6	Consider amending current Floodplain Management Section of the Zoning Ordinance or adopting a revised Flood Hazard Overlay District.		
NR-1.7	Ensure compliance with state and town regulations involving water resource protection, particularly with respect to wetlands and shorelands.		
NR-1.8	Consider the development of a town-wide Water Resource Inventory and Management Plan consistent with NH RSA 4-C: 22.		
NR-1.9	Adopt an Aquifer/Groundwater Protection Ordinance to protect the quality of the water in Sandwich's stratified drift aquifers.		
<b>NR-2</b>	<b>Preserve Sandwich's surface water resources by meeting state water quality standards.</b>		
NR-2.1	Establish a testing program for septic systems by town personnel within the Shoreland Residential District, to assure proper function with no measurable 'leakage' into nearby town waters.		

NR-2.2	Continue monitoring water quality, such as through the water quality sampling efforts of the Green Mountain Conservation Group on the Cold River and Pond Brook and the Squam Lake Association through the UNH-LLMP on Squam Lake.			
NR-2.3	Establish water monitoring programs in all watersheds and major rivers and ponds in town through NHDES VRAP and/or VLAP programs or UNH-LLMP sampling programs to complete the set of significant ponds and bays within Sandwich's boundaries under this program.			
<b>NR-3</b>	<b>Protect valuable natural resource features and communities including high value wildlife habitat. (See related Objective and Actions)</b>			
NR-3.1	Develop a town-wide open space plan that identifies and maps high value natural resource areas throughout Sandwich and recommends priority areas for protection.	NRC 1.1; VC 1.4		
NR-3.2	Amend the Subdivision and Site Plan Review Regulations to require an applicant to undertake the following options at the Planning Board's discretion: (a) An environmental impact statement and recommendations for mitigation. (b) A wildlife habitat study and recommendations for mitigating impacts.			
<b>NR-4</b>	<b>Encourage educational and outreach programs related to the protection and long-term stewardship of Sandwich's natural resources.</b>			
NR-4.1	Coordinate efforts of town and private organizations to inform and educate townspeople regarding land use, conservation and natural resource issues.			
<b>SQ-1</b>	<b>Maintain and protect the quality of Sandwich's scenic environment.</b>			
SQ-1.1	Undertake a Visual Resource Analysis based on a systematic approach to identifying and prioritizing visual resources.			
SQ-1.2	Amend the Zoning Ordinance such as through additions to the Skyline District or Steep Slope Protection to provide for greater protection of scenic quality from the impact of development.			
SQ-1.3	Adopt provisions within the Subdivision and Site Plan Review Regulations to allow the Planning Board to require location of such utilities as electrical, telephone and cable underground for large multi-lot subdivisions.			
<b>Natural Resource Conservation Goal</b>	<b>#4. Support and encourage protection and management of high value conservation and open space lands that are linked by trails and/or wildlife and natural resource corridors.</b>			
NRC-1.1	Identify areas of high ecological and conservation value to establish conservation/land protection priorities.	NR 3.1		
NRC-1.2	Coordinate current, and create additional, non-motorized trail networks by connecting trails, pathways and sidewalks and Class VI roads.	T 2.3; HR 3.1		
NRC-1.3	Forecast potential land acquisition/conservation expenditures and consider directing more than the current 25% of Land Use Change Tax (LUCT) to the town Conservation Fund.			
<b>Land Use Goal</b>	<b>#1. Allow for modest growth of residential development of a size, design and quality compatible with Sandwich's small town, rural character and recognizes Sandwich's evolving demographics.</b>			
<b>LU-1</b>	<b>Implement a digital information system that will link both spatial and factual community information into an integrated data base.</b>			
LU-1.1	Create a digital graphic tax map system that can be linked to the assessor's property data base.			
LU-1.2	Consider implementing a Geographic Information System that will incorporate and coordinate all community land related data, both numerical and spatial, into a common system.			
<b>LU-2</b>	<b>Implement Land Use Regulations that enable growth to be managed in a manner that will maintain Sandwich's rural and village character.</b>			
LU-2.1	Amend the Cluster Provision in the Zoning Ordinance to ensure that the quality of the development is consistent with the town's rural character.			
LU-2.2	Amend the Subdivision Regulations to minimize the overlap of dimensional and site/design standards between Subdivision Regulations and the Zoning Ordinance.			
LU-2.3	Amend the Subdivision Regulations for steep slopes and relocate to the Zoning Ordinance, including clarification of the amount of 15% slope that is needed to increase the minimum lot size.			
LU-2.4	Adopt an approach to minimum lot size that defines a building area free of environmental constraints (such as 15% slopes) so long as the remainder of the lot is not disturbed .			
LU-2.5	Review Subdivision and Site Plan Review Regulations to be sure that they reflect the need to protect rural character and that any development under these provisions minimize environmental impact.	NR 1.4		

<b>LU-3</b>	<b>Preserve and protect Sandwich's valuable forest and agricultural resource base by maintaining and enhancing existing unfragmented lands and active farming and forestry activities.</b>		
LU-3.1	Review local Zoning, Subdivision and Site Plan Review Regulations to ensure that the full range of agricultural activities are permitted including subsidiary uses.	EB 3.1	
LU-3.2	Establish forest management plans for all town forests.	EB 3.1	
<b>Historic Resources Goals</b>	<b>#3. Protect historic resources, natural environment, scenic beauty, open space, clean water, and wildlife through well-managed growth and careful planning.</b>		
	<b>#5. Preserve the town's rural, small town character and the traditional New England style of its villages.</b>		
<b>HR-1</b>	<b>Protect and preserve Sandwich's physical and structural historic and cultural resources.</b>		
HR-1.1	Consider establishing a Heritage Commission under the provisions of RSA 674:44 that can advise the Planning Board or other community boards relative the value of the town's heritage (historical, archaeological, and cultural) resources.		
HR-1.2	Prepare a comprehensive historic resources inventory—both written and photographic—of all historic sites and buildings in Sandwich based upon information collected and published for the Heritage Walks and other relevant documents.		
HR-1.3	Consider conducting a comprehensive historic landscape survey of Sandwich, including its villages and rural landscapes, based on the guidance document <i>General Guidelines for Identifying and Evaluating Historic Landscapes</i> .		
HR-1.4	Apply to become a Certified Local Government (CLG) through the NH Division of Historic Resources to allow Sandwich greater opportunity to identify, evaluate, and protect local properties of historic, architectural and archaeological significance.		
<b>HR-2</b>	<b>Preserve and enhance the scenic and historic quality of Sandwich's rural landscape and roadways.</b>		
HR-2.1	Manage the gateways into town, such as Squam Lakes Road, Skinner Street, Maple Street and Wentworth Hill Road to protect their historic character and ensure that new development is consistent with this character.	T 3.3	
HR-2.2	Work with the New Hampshire Division of Historic Resources and the Department of Transportation to manage location of road signs to avoid interference with the view of historic resources from public roads, and, where appropriate, to place historical markers to heighten awareness of historic resources.		
<b>HR-3</b>	<b>Maintain historic educational programs that enhance citizen awareness of Sandwich's unique history and the numerous surviving artifacts of its history and culture.</b>		
HR-3.1	Establish permanent heritage walking trails in Center Sandwich and Lower Corner that would include a map and permanent markers for specific historic properties.	VC 3.1; NRC 1.2	
<b>Village Center Goal</b>	<b>#5. Preserve the town's rural, small town character and the traditional New England style of its villages.</b>		
<b>VC-1</b>	<b>Maintain the ambiance and character of the existing village centers – Center Sandwich and North Sandwich.</b>		
VC-1.1	Maintain a mix of residential, commercial and civic service properties and uses in the Historic District that is consistent with natural and historic resource preservation and respects the wishes of both the neighborhood and wider community.	EB 1.1	
VC-1.2	Review current zoning regulations to determine whether the villages should continue to be subject, in the main, to the same requirements as the Rural/Residential District.	EB 1.1	
VC-1.3	Explore creating a Center Sandwich District and North Sandwich District with boundaries that would encompass the existing villages and include some space for incremental new growth around both.	EB 1.1	
VC-1.4	Identify key open spaces and vistas that need to be protected and consider acquisition, easements or other alternatives to permanently protect these visual resources.	NR 3.1	
VC-1.5	Encourage a program of town beautification, including but not limited to planting and preservation of trees, shrubs and flowers.		
<b>VC-2</b>	<b>Review design standards for the Historic District and, if created, adopt design standards for the portion of the Center Sandwich District outside of the Historic District and North Sandwich District that are consistent with the traditional New England village.</b>		
VC2.1	Retain the current design guidelines for buildings in the Historic District, incorporating sustainability and energy efficiency initiatives wherever they do not detract from the visual harmony of the District.		

VC-2.2	If zoning districts are created for North and Center Sandwich, develop design standards for additions, renovations and new construction outside the Historic District, that are compatible with existing historic building shapes, scale and character.			
VC-2.3	Provide additional tools, including demolition review, for the HDC to preserve architectural features, including buildings and open spaces, in the Historic District.			
<b>VC-3</b>	<b>Provide infrastructure to support future needs within the villages.</b>			
VC-3.1	Provide appropriate opportunities for safe pedestrian and bicycle circulation within the village, including, if created, the Center Sandwich and North Sandwich Districts.	T 2.2		
VC-3.2	Develop a long range plan for parking in the villages, including, if created, the Center Sandwich and North Sandwich Districts -- one that minimizes visual impacts and emphasizes sharing existing resources to avoid paving new areas.			
<b>Economic Base Goals</b>	<b>#6. Provide opportunity for limited village business activity (e.g., general store/professional offices) that is consistent with the architectural qualities that the town values.</b>			
	<b>#7. Encourage home occupations that are compatible with and supportive of the town's rural character.</b>			
<b>EB-1</b>	<b>Promote a limited mix of residential, retail and office uses that are compatible with the existing visual character of the village and rural character of the town.</b>			
EB-1.1	Review provisions for a mix of residential uses and limited opportunities for small business activities in Center and North Sandwich.	VC 1.1-1.3		
EB-1.2	Review and amend, as appropriate, the remainder of the zoning ordinance to be sure that non-residential development in the community continues to be consistent with the town's Vision.			
<b>EB-2</b>	<b>Encourage home occupations that are compatible with the rural character of Sandwich without infringing on neighbors ability to achieve quiet enjoyment of their property.</b>			
EB-2.1	Amend the Zoning Ordinance to specify criteria for home occupations so that allowed home occupation uses do not negatively impact abutting properties. The amendments need to respect traditional home occupations already found in Sandwich including arts and crafts and small construction contractors.			
<b>EB-3</b>	<b>To preserve the rural character of the town, encourage businesses that are related to maintaining and enhancing the value and sustainability of natural resources.</b>			
EB-3.1	Ensure that agricultural, forestry, and outdoor recreation enterprises are promoted and encouraged through the town's development regulations.	LU 3.1 to 3.2		
<b>Transportation Goal</b>	<b>#8. Provide a balanced transportation system with well-maintained public roadways lined with stone walls, open fields and trees; and encourage opportunities and facilities for pedestrians, bicyclists and recreational users.</b>			
<b>T-1</b>	<b>Maintain and, where appropriate, improve the current roadway system to provide efficient traffic flow along the major roadway corridors while maintaining a safe environment for pedestrians.</b>			
T-1.1	Consider adding an additional 2 feet of pavement to the edge of current pavement delineated with an edge of travel lane stripe on existing roadways when undertaking repaving or reconstruction.			
T-1.2	Consider requiring a traffic impact analysis in the subdivision and site plan regulations for any development that exceeds a threshold of 50 vehicle trips in any one hour.			
<b>T-2</b>	<b>Encourage, develop and maintain a range of non-automotive transportation alternatives that are easily available to the residents of Sandwich.</b>			
T-2.1	Work cooperatively with the NHDOT to assure that any state bridges that are rebuilt or reconstructed provide adequate space for sidewalks and/or bicycle lanes.			
T-2.2	Develop a long-range plan for sidewalks in Center Sandwich with first priority given to a Maple Street link from Church Street to Main Street.	VC 3.1		
T-2.3	Using the existing local trail system as a starting point, work toward system of bicycle routes and multi-use trails/paths for the enjoyment of Sandwich citizens and visitors that is coordinated with state and regional trail systems.	NRC 1.2; HR 3.2		
T-2.4	In cooperation with NHDOT, properly mark and sign the state designated bike routes, including Routes 113 and 109.			
<b>T-3</b>	<b>Promote transportation policies and improvements that are consistent with the town's policies for protection of natural and historic resources and minimize the impact on residential neighborhoods.</b>			

T-3.1	Review and, as appropriate, update the current roadway design standards to ensure that there is minimal impacts to the town's streams and brooks as well as to ensure impacts from drainage do not degrade stream and pond water quality.			
T-3.2	Update Site Plan Review standards to ensure that commercial development provides appropriate levels of landscaping and pedestrian walkways.			
T-3.3	Review the town's policy with respect to Scenic Roads and determine if all roads should be considered scenic.	HR 2.1		
<b>T-4</b>	<b><i>Participate in the coordination of state and local transportation planning that addresses both local and regional needs.</i></b>			
T-4.1	Participate in the Lakes Region Planning Commission (LRPC) planning process for regional transportation planning. Advocate for the Town's interests through staff communications as well through participation in both the Technical Review Committee and Policy Committee of the LRPC.			
<b>Energy Goal</b>	<b><i>#9. Encourage a sustainable community, one that meets our present needs without compromising the ability of future generations to meet their needs.</i></b>			
<b>E-1</b>	<b><i>Undertake Energy Efficiency Improvements in all areas of town government, including buildings, vehicles and operations.</i></b>			
E-1.1	Continue to follow-up on the Municipal Energy Assistance Program (MEAP) baseline report by undertaking detailed energy audits on existing town buildings, evaluating life cycle costing of energy related improvements and implementing those that provide a reasonable return on the investment, including consideration for increasing energy costs, availability and greenhouse gas emissions.			
E-1.2	Establish a town vehicle procurement policy that carefully considers the intended use of the vehicle, its durability, vehicle size, energy efficiency and life-cycle capital and operating costs.			
E-1.3	Implement a fuel use tracking structure for every town vehicle so that fuel consumption, mileage and use can be monitored to help inform decisions about eventual replacement.			
E-1.4	Consider replacing existing town street lights with LED light fixtures and study the feasibility of a phased reduction in the number of streetlights.			
E-1.5	Evaluate life-cycle costs, including possible energy improvements, at the time other municipal building improvements and equipment are being pursued.			
<b>Community Facilities &amp; Services Goals</b>	<b><i>#10. Provide, in a cost effective manner, the quality and level of municipal services and facilities that are enjoyed in Sandwich today. #11. Encourage modern communication facilities, systems and services to meet the needs and diversity of Sandwich's residents and businesses, now and in the years to come. #12. Encourage and foster high levels of citizen volunteerism in both public and non-profit activities to promote social capital and keep the cost of municipal services at a reasonable level.</i></b>			
<b>CS-1</b>	<b><i>Police</i></b>			
CS-1.1	Examine options for the current police facility including renovation, expansion or replacement to provide for ADA accessibility, adequate interview or storage space, including secure storage space for evidence.			
CS-1.2	Upgrade electrical and plumbing systems—may be part of renovation.			
<b>CS-2</b>	<b><i>Fire and Medical</i></b>			
CS-2.1	Expand the main fire station to allow for an additional fire truck bay.			
CS-2.2	Undertake repair of main fire station roof and upgrade of electrical system.			
CS-2.3	Develop a long range plan for provision of fire-fighting and medical services, especially in light of anticipated major capital expenditures in the medium term.			
<b>CS-3</b>	<b><i>Highway/Public Works</i></b>			
CS-3.1	Upgrade main Highway Department building (shed) including new roof, new generator, vented room for welding operations, and a more secure equipment storage area.			
<b>CS-4</b>	<b><i>Town Hall</i></b>			
CS-4.1	Enlarge and modernize current workspaces and meeting room.			
CS-4.2	Add more records storage space.			
CS-4.3	Add second meeting room, along with space for such functions as treasurer, building inspector, sewer, etc.			

CS-4.4	Consider ADA accessibility to the second floor.			
<b>CS-5 Solid Waste</b>				
CS-5.1	Improve traffic flow at the transfer station and repair the access road.			
CS-5.2	In the long term, consider specific ways to better manage the town's solid waste either at the current site or in combination with adjacent towns.			
<b>CS-6 Sewer System</b>				
CS-6.1	Continue to identify and repair areas of sewer system infiltration.			
CS-6.2	Undertake a comprehensive engineering study to determine current functional capacity of the sewer treatment system considering system limitations and provide alternative strategies for system configuration to accommodate future demand.			
<b>CS-7 Library</b>				
CS-7.1	Address ongoing building maintenance needs of the Wentworth Library including energy and lighting improvements, electrical system upgrades, ADA accessibility, reconfiguration of the circulation desk, and safety improvements.			
CS-7.2	Provide the necessary tools to efficiently manage and operate the library for the benefit of its patrons, including upgraded circulation software and acquisition of new digital technology equipment for audio and video users.			
<b>CS-8 School</b>				
CS-8.1	Closely monitor how the school is managed, operated and maintained by the Inter-Lakes School Board.			
CS-8.2	Continue advocacy for the needs of the school in the long term.			
<b>CS-9 Parks and Recreation</b>				
CS-9.1	Improve parking at Squam Lake Beach, the Potholes and Bearcamp Pond.			
<b>CS 10 Communications Infrastructure</b>				
CS 10.1	Work with existing commercial providers and advocate for the provision of state-of-the-art electronic communication services throughout Sandwich.			
	** <b>Lead Responsibility Abbreviations:</b> PB = Planning Board CC= Conservation Commission SB= Select Board SHS = Sandwich Historical Society SC= Sewer Commission WL= Wentworth Library AC=Agricultural Commission HDC=Historic District Commission			