







# CERTIFICATION OF MASTER PLAN ADOPTION

In accordance with New Hampshire RSA 6474, Master Plan Adoption and Amendment, and New Hampshire RSA 675:6, Method of Adoption, the Strafford Planning Board, having held a duly authorized public hearing on this Master Plan Update (2023) on Jxxx XX, 2023 and Jxxx XX, 2023 hereby certifies that this Master Plan Update was duly adopted by a majority of the Board's members on Jxxx XX, 2023.



X	X	X
Phil Auger Chair	Timothy Reed Vice Chair	Charles Moreno Member
X	X	X
Terry Hyland Member	Susan Arnold Alternate	Don Clifford Alternate
X	X	
Donald Coker Alternate	Lynn Sweet Selectmen's Representative	



# ACKNOWLEDGEMENTS

## PLANNING BOARD

Charlie Moreno, Member (Chair, XXXX – 2023)

Phil Auger, Chair

Timothy Reed, Vice Chair

Terry Hyland, Member

Susan Arnold, Alternate

Don Clifford, Alternate

Donald Coker, Alternate

Lynn Sweet, Selectmen Representative

## PROJECT SUPPORT

Terri Marsh, Strafford Town Clerk

James Burdin, Strafford Regional Planning Commission (XXXX – 2023)

Autumn Scott, Strafford Regional Planning Commission

Lisa Murphy, Strafford Regional Planning Commission

Zuzanna Duffy, Strafford Regional Planning Commission

## COVER PAGE PHOTO CREDITS

*Thank you to everyone who participated in the Master Plan Photo Contest! All submissions have been included in the Plan.*

**William Hill:** Morning Dew, Hawk Shopping for Lunch, Winter Cover

**Bill & Linda Hodgdon:** Old Tractor on Ricky Nelson Road, Loon On Bow Lake, Barred Owl, The Dam On Bow Lake, Kooauke Island Bridge Cove In Fall, Spirit At The 1804 House, Eagle On Bennet Island, Province Road, Province Road Field, Sailboat Racing on Bow Lake

**Kevin Bright:** Calm After the Storm (March 15, 2023), Bow Lake (3/15/2023), Calm Morning (3/15/2023)

**Terri Marsh:** Strafford Town Hall After Snow 2023

**Lisa Heselton:** The Beautiful Side of Winter

**The Hyland Family:** View From 5 Maples Farm On First Crown Point, "Winter Day" 5 Maples Farm On First Crown Point, "Restoring The Barn" 5 Maples Farm On First Crown Point, "First Cut" Of The Field At 5 Maples Farm First Crown Point, "The Cart" At 5 Maples Farm First Crown





# ACKNOWLEDGEMENTS

Point, "Sunlight On The Barns" At 5 Maples Farm First Crown Point, "Rainbow" At 5 Maples Farm First Crown Point, "Sunset" At 5 Maples Farm First Crown Point

**Debbie Liskow:** Water and Stone, Island Rocker, Basket Of Peaches, Third Ledge On Parker Mountain, Kayak Buddies, Moss-Covered Rock, Bow Lake View From Huckins, Easy-Peasy, Winter On Bow Lake, Deer In The Wind

**Debbi Hinrichsen:** February Warmth, Appreciating the Land - Next Generation, Sunset

**Jess Grenier:** Sunset at Bow Lake

**Judy Crickard:** August Sunflower Bloom





# TABLE OF CONTENTS

<b>CERTIFICATION OF MASTER PLAN ADOPTION.....</b>	<b>3</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>4</b>
<b>TABLE OF CONTENTS.....</b>	<b>6</b>
<b>VISION – 2033 .....</b>	<b>7</b>
<b>WHAT IS THE MASTER PLAN? .....</b>	<b>8</b>
<b>ENGAGEMENT PROCESS.....</b>	<b>9</b>
<b>COMMUNITY PROFILE .....</b>	<b>10</b>
<b>LAND USE.....</b>	<b>13</b>
<b>POLICY INITIATIVES FOR FUTURE LAND USE.....</b>	<b>15</b>
<b>COMMUNITY CHARACTER .....</b>	<b>17</b>
<b>NATURAL RESOURCES.....</b>	<b>20</b>
<b>ECONOMIC DEVELOPMENT.....</b>	<b>22</b>
<b>HOUSING.....</b>	<b>24</b>
<b>COMMUNITY SERVICES .....</b>	<b>26</b>
<b>INFRASTRUCTURE.....</b>	<b>28</b>
<b>AGE-FRIENDLINESS.....</b>	<b>30</b>
<b>IMPLEMENTATION GUIDE .....</b>	<b>32</b>
<b>STYLE GUIDE .....</b>	<b>42</b>
<b>MAP APPENDIX .....</b>	<b>43</b>
CONSERVATION & RECREATION .....	43
GROUNDWATER PROTECTION & SOILS .....	44
TOPOGRAPHY .....	45
WATER RESOURCES & FLOOD ZONES .....	46
LAND USE.....	47
TRAFFIC VOLUME .....	48
INFRASTRUCTURE.....	49





A large, leafy tree dominates the frame, with bright sunlight streaming through its canopy from the upper left, creating a dramatic lens flare effect. The scene is set in a grassy field, with the bottom of the image showing a dark green lawn. The overall mood is serene and natural.

## **VISION – 2033**

Strafford values its distinct rural character and small-town community look and feel. We want the town to grow in a way that protects and enhances our natural, cultural, and recreational resources, especially Bow Lake. We envision a thriving small- and home-business centric economy, robust community services and programs that serve all ages, and expanded housing opportunities that are broadly affordable to all.



# WHAT IS THE MASTER PLAN?

The Master Plan is a planning document that guides the character, growth, and development of the Town. Under NH RSA 674:1, the Planning Board has the responsibility to “prepare and amend from time to time a master plan to guide the development of the municipality.”<sup>1</sup> In New Hampshire, the master plan is not an ordinance or regulatory document. However, it does serve as a policy guide that helps the Planning Board, Board of Selectmen, and Town officials make decisions about the needs of the community. In addition, the adoption of the Master Plan legally enables the Town to adopt a Zoning Ordinance, Historic District and for the establishment of a capital improvement program.

The Strafford Master Plan is a collection of town demographics, maps, goals and objectives, public input, and other data to help guide the long-range growth of the town. The Plan helps the town to manage the land use and future development in a manner that is consistent with the vision of the residents.

The Master Plan provides a framework for the Planning Board and the town to use in shaping the future over a period of ten years. The Planning Board should be able to refer to the Town’s Master Plan whenever a development proposal comes before it to determine whether the development that is being proposed is consistent with the Master Plan. For any town in New Hampshire to adopt a Zoning Ordinance, the Planning Board must have adopted, at a minimum, a general statement of goals and objectives and the land use chapter of a master plan.

The development of the Master Plan is the process of gathering data, including input from residents, to understand where the town is today including its assets, challenges, and anticipated development to meet future needs. The Periodic review and updating of the Master Plan are recommended. It is recommended that the Town review and update the Master Plan at a minimum every ten years. The Town may want to update certain chapters or sections more frequently if land use development or demographics change significantly.

It is recommended that Town Boards and Commissions consult this Master Plan to aid in the decision-making process for all types of land use management. The Implementation Chapter of this Plan provides strategies, or actions, which should be considered to achieve the goals. It also provides a suggested timeframe, funding mechanism, and responsible party for carrying out the action. This chapter should be reviewed annually to make the plan a living, useful document for the Town.

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<sup>1</sup> NH RSA 674:1

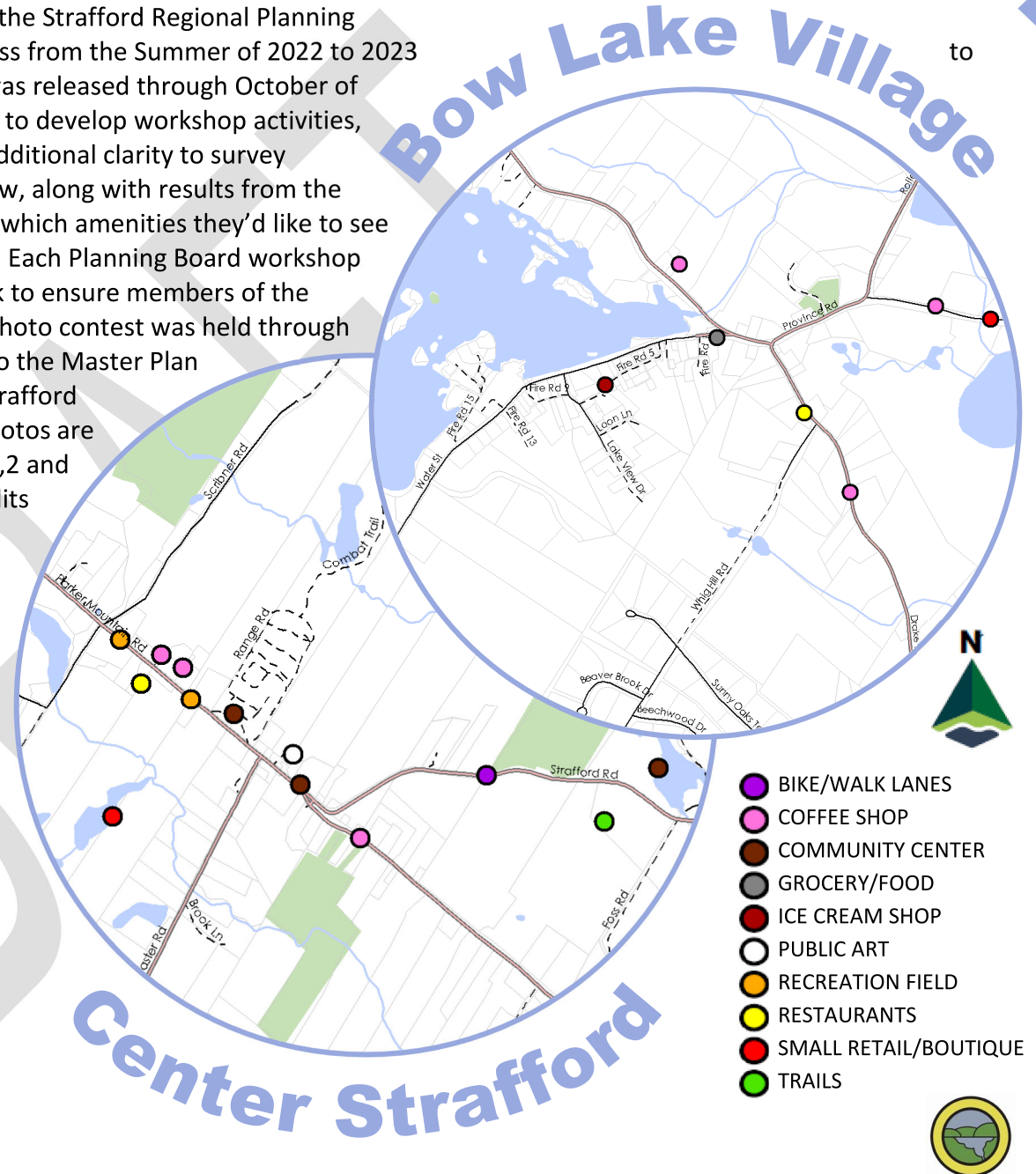


# ENGAGEMENT PROCESS

The Planning Board, with support from Town staff and the Strafford Regional Planning Commission, conducted a thorough engagement process from the Summer of 2022 to 2023 solicit public input on the Master Plan. First, a survey was released through October of 2022 to gather initial feedback. The feedback was used to develop workshop activities, and a Community Forum was held in the Fall to bring additional clarity to survey feedback. Images from the workshop are pictured below, along with results from the visual preference activity where participants identified which amenities they'd like to see in Strafford, and where they might best fit in the Town. Each Planning Board workshop was also publicized via the Town website and Facebook to ensure members of the public were invited to participate in draft revisions. A photo contest was held through

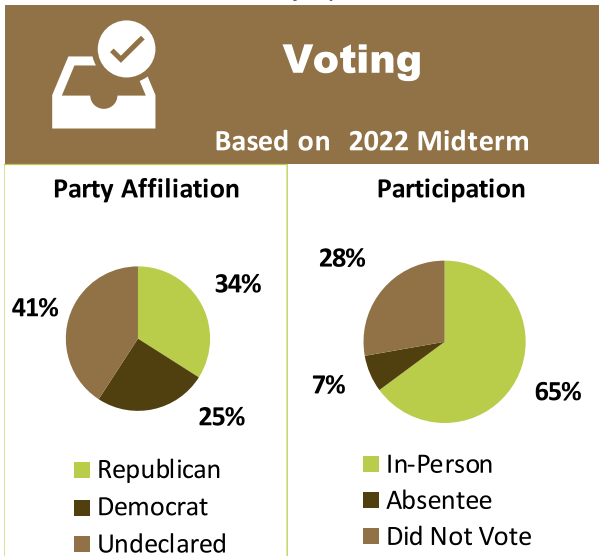
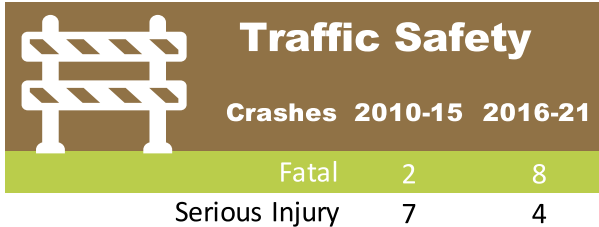
April of 2023 to bring life to the Master Plan

through the eyes of Strafford residents. These photos are shown on pages 1,2 and 7, and photo credits can be found on pages 4-5.





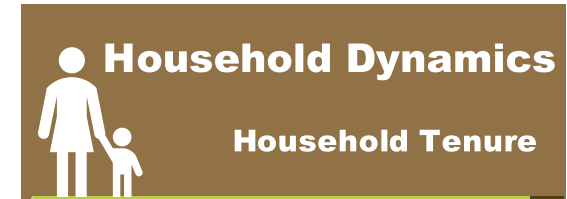
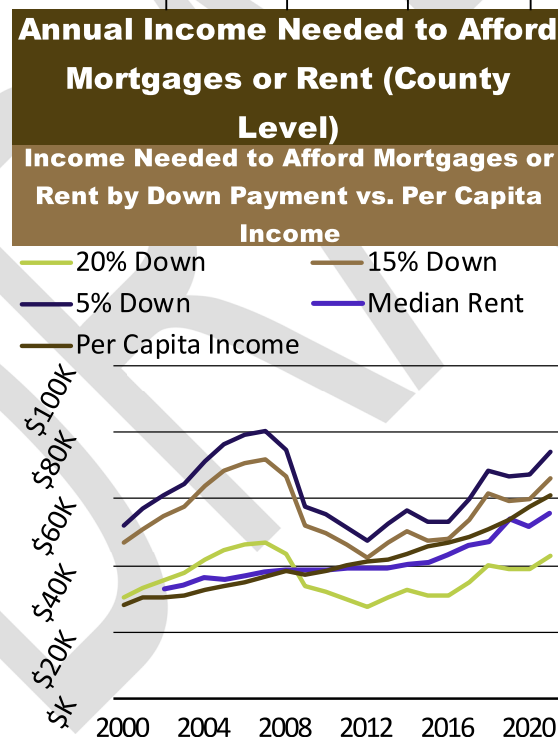
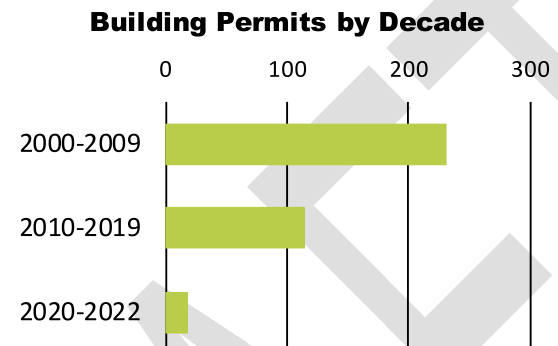
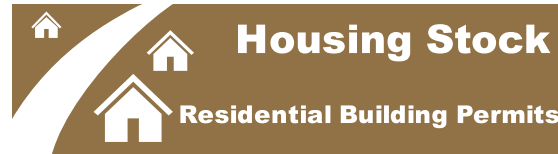
# COMMUNITY PROFILE



Party Affiliation	Town	County	State
Republican	1,096	23,179	287.7K
Democrat	811	32,016	289.6K
Undeclared	1,316	32,782	351.1K
<b>Total</b>	<b>3,223</b>	<b>87,977</b>	<b>925.4K</b>

Participation	Town	County	State
In Person	2,091	52,229	568.3K
Absentee	237	4,747	58.7K
Did Not Vote	999	50,497	470.6K
<b>Total Votes</b>	<b>2,328</b>	<b>56,976</b>	<b>626.9K</b>



### Households and Population by Household Size

Household Size	Households	Population
1	8%	3%
2	52%	34%
3	14%	14%
4	13%	17%
5+	13%	32%

Household Size	Households	Population
1	27%	10%
2	38%	30%
3	16%	18%
4	13%	20%
5+	7%	22%

Household Size	Households	Population
1	27%	11%
2	39%	30%
3	15%	18%
4	13%	20%
5+	7%	21%



# COMMUNITY PROFILE



## Labor Force Efficiency

		Lives Here & Works Elsewhere	Lives & Works Here	Works Here & Lives Elsewhere
Monthly Worker Age	Under 29	110	27	37
	30 - 54	331	72	48
	Over 55	242	58	46
	<b>Total</b>	<b>683</b>	<b>157</b>	<b>131</b>
Monthly Income	< \$1,250	131	49	33
	\$1,250 - \$3,333	168	55	37
	> \$3,333	384	53	61
	<b>Total</b>	<b>683</b>	<b>157</b>	<b>131</b>
Sector	Goods Producing	91	56	60
	Trade, Transportation, and Utilities	117	12	2
	All Other Services	475	89	69



## Employment



## Income

### Median Household Income

Town	County	State
\$120,453	\$76,560	\$83,449

Strafford's Median Household Income ranks **28th in the state** and **2nd in the County** for 2021.

## Roads and Bridges

Strafford roads are **primarily local roads**, with **two state routes (NH126 and NH202A)** intersecting the town. The town has **21 Class VI roads** that extend over **20 miles**.

### Roads by Legislative Class Miles

State and Federal (Class 1-4)	21
Local Roads (Class 5)	50.2
Unmaintained (Class 6)	22.4

### Number of ... Total

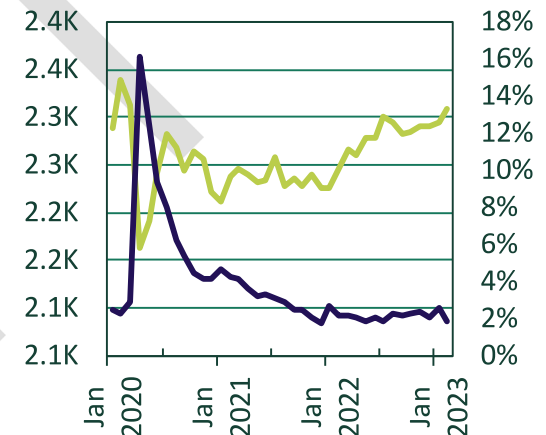
Total Bridges	15
Red List Bridges (State + Local)	1
Total Dams	22
High Hazard Dams	1



## Labor Force

Pre-Covid, Covid Anniversaries, and Most Current Labor Force and Unemployment Rate

### Labor Force and Unemployment



### Labor Force Unemployment Rate

Jan '20	2,288	2.8%
Apr '20	2,163	13.7%
Apr '21	2,240	2.9%
Apr '22	2,260	1.9%
Feb '23	2,308	2.6%

### Percent of households....

	Town	County	State
... Below 2x the Poverty	18%	22%	19%
... Over \$200K	10%	9%	11%

Median Household Income		
Town	County	State
\$120,453	\$76,560	\$83,449

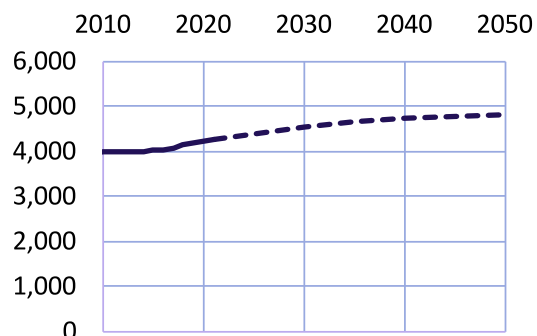
Strafford's Median Household Income ranks **28th in the state** and **2nd in the County** for 2021.





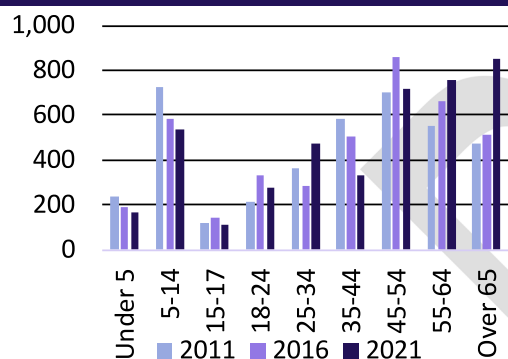
# COMMUNITY PROFILE

## Population Trends & Projections



Year	Town	County	State
2010	3,991	123,143	1,316,470
2020	4,230	130,889	1,377,533
2021	4,271	132,416	1,388,992
2050	4,829	149,435	1,501,909

## Population by Age



Age Group	Town	County	State
Median Age	49.3	37.7	43.1
Under 18	19.36%	17.2%	18.4%
Over 65	20.16%	16.0%	19.3%

## Race and Ethnicity



The race and ethnicity table includes only the races and ethnicities that are applicable to Strafford residents.

### Race or Ethnicity 2011 2016 2021

Total Minority	3.7%	8.5%	10.3%
Black Alone	0.0%	0.9%	0.8%
Asian Alone	0.0%	0.0%	5.3%
Some Other Race Alone	0.2%	0.9%	0.0%
Two Or More Races	1.4%	1.3%	2.2%
Hispanic or Latino	2.0%	5.5%	1.9%
Non-Hispanic, White	96.3%	91.5%	89.7%

### People with a Disability<sup>1</sup>

#### Location 2016 2021

Strafford	10.2%	12.8%
Strafford County	12.9%	12.8%
SRPC	13.0%	12.3%

<sup>1</sup> People who reported a qualifying disability when taking the ACS

## Population by Sex

Male: 46.23%

Female: 53.77%

## Households with Children

24%

Households have children

## Parent Marital Status

91% Married

9% Unmarried

## Education



### Educational attainment of the population over 25 years old

#### Educational Attainment 2016 2021

Population over 25 years old	2,822	3,136
No High School Diploma	2.6%	10.2%
High School Diploma or equivalent	18.0%	20.7%
Some College, No 4-Year Degree	32.6%	30.8%
College (4-Year Degree or Higher)	46.9%	38.3%

### Enrollment in K12 Education

#### (Public, Private, and Home School)

School Year	Public School				Home School
K	1-4	5-8	9-12		
2013-14	45	241	155	214	24
2014-15	31	243	155	233	25
2015-16	31	213	149	227	19
2016-17	34	210	165	214	10
2017-18	42	203	171	221	12
2018-19	39	209	166	212	NR
2019-20	47	214	155	227	35
2020-21	50	217	130	231	21
2021-22	42	244	124	225	NR
2022-23	43	234	116	205	14

NR = Not Reported to State

### Childcare Deserts

A childcare desert is an area in which the number of children under 5 years old is at least 3 times the capacity of the daycares.

Children under 5	171
Children per Childcare Seat	5.19
Is it a childcare desert?	Yes



# LAND USE

Strafford's existing land uses, current development trends, and zoning are summarized in this Land Use chapter. In the Vision chapter that follows, future land use opportunities, including potential future growth and conservation areas, are evaluated. Familiarity with the community's existing land use and development patterns can provide a template for the future, including which areas of the community may remain as open space and which areas are likely to grow, requiring new municipal services and facilities. This helps Strafford plan for accommodating and guiding the community's future growth.

## KEY TRENDS, NEEDS, CONSIDERATIONS

Strafford covers 32,779 acres, or 51.2 sq. miles of land, of which 27% of the land is permanently conserved. 4% of the land is town- owned land. The town's rural character is predicated on its open spaces: Forest covers almost ¾'s of the town (73% of the land area), and collectively with wetlands (8%), water bodies (5%) including Bow Lake (1100 acres), and farmland (3%), these open spaces comprise the town's countryside.

Residential space and other light development cover the remaining 11% of Strafford's area. This includes denser residential development around Bow Lake and Bow Lake village, moderate residential density around the town's existing subdivisions of which Whig Hill remains the largest, and dispersed housing along roadsides and land parcels that exceed 5 acres. The entire town is zoned agricultural-residential; single-family dwellings predominate, though Strafford's housing stock also includes a modest number of in-law apartments, as well as two and three family homes. The town has a limited number of site-specific commercial and light-industrial businesses. Finally, the New Hampshire National Guard maintains a 104-acre training center in Center Strafford.

State Routes 126 and 202A are major roads that run through the community, connecting Strafford to neighboring Rochester, Barrington, Northwood, and Barnstead. The community is connected by a 52-mile network of town-maintained Class V roads, with additional mileage of private roads and Class VI roads. The goal of maintaining and enhancing Strafford's rural character continues to be a fundamental aim, while balancing future land development. Additionally, residents expressed a desire to promote the use of land for farming and sustainable agriculture. Enhancing cohesion and a sense of community continues to be an important goal to our community, as well as protection of the natural resources. Strafford's development patterns and its desire to maintain its rural character have remained relatively consistent since the publication of the 2002 Master plan.





# LAND USE

During the community outreach process, and as part of the visioning exercise that occurred during the community forum session, residents identified 2 areas of the Town that could be appropriate for more dense and diverse development. For example, people would like to see more coffee shops, and small retail/boutique and ice cream shops, around the Bow Lake area. In or around Center Strafford was proposed as a potential location for the new community center. Residents would like to see more recreation fields, coffee shops, and public art in this part of Town as well. These two areas could be rezoned as mixed-use areas to accommodate these uses. The goals and actions that follow build on these ideas.



# POLICY INITIATIVES FOR FUTURE LAND USE

<b>1A</b>	Add building design criteria for multifamily homes and village centers to land use regulations.
<b>1C</b>	Change site plan review to include protection of historic assets.
<b>2B</b>	Review the Zoning Ordinance to implement: <ul style="list-style-type: none"> <li><b>i.</b> A mixed-use development policy to promote limited, small-scale commercial development such as a coffee shop.</li> <li><b>ii.</b> A <a href="#">complete streets</a> policy that includes trail systems and protects vegetative buffers while allowing multi-modal transportation in areas designated for managed growth.</li> </ul>
<b>2C</b>	Focus mixed-use development in Center Strafford and Bow Lake Village.
<b>3A</b>	Maintain or enhance policies that support home businesses.
<b>3B</b>	Maintain or enhance policies that support farm and sustainable forestry uses.
<b>3C</b>	Define customary home occupation in the Zoning Ordinance, and revisit definition for home produce and products.
<b>5A</b>	Support existing farms and encourage land conservation efforts and the use of the conservation design subdivisions on farmlands and properties with key natural resource features, including prime farmland soils.
<b>5C</b>	Update the natural resource inventory, make the inventory available on town's website, and integrate its use in the work of the planning board and the Town's land use regulations, specifically the conservation design subdivision regulation.
<b>6A</b>	Form a study committee to investigate options for protecting the water quality of Bow Lake. Options might include an overlay zoning district with higher standards for: septic systems, use of fertilizer, tree removal and replacement, and percent of impervious surfaces.
<b>6D</b>	Consider incorporating <a href="#">recommendations from the 2020 PREPA report</a> , and subsequent reports, into the Town's Land Use regulations.
<b>7C</b>	Modify land use regulations to encourage developers to retain a site's natural vegetative buffer or use native plants where additional landscaping is necessary.
<b>8A</b>	Adopt zoning to limit small-scale commercial development to suitable areas.
<b>8B</b>	Ensure commercial development is consistent with local character by adopting design standards.
<b>8D</b>	Support economic activity in areas suited for mixed-use development such as Center Strafford and Bow Lake Village.
<b>10A</b>	Modify subdivision and site plan regulations to encourage developers to provide recreation areas accessible to the public, or infrastructure that improves neighborhood connectivity.
<b>10B</b>	Review land use regulations to strengthen low-impact development and sustainable design standards. Develop architectural standards for multi-family housing that will blend into the traditional New England design.





# POLICY INITIATIVES FOR FUTURE LAND USE

<b>11A</b>	Revisit the Zoning Ordinance to explore additional ways to encourage conservation developments.
<b>11B</b>	Explore using the Village Plan Alternative or village center zoning to concentrate mixed-use development in Center Strafford and Bow Lake Village.
<b>11C</b>	Explore mechanisms like the Neighborhood Heritage District to maintain the character of existing neighborhoods.
<b>12A</b>	Promote mixed-income housing development. Explore the <a href="#">NH Housing Toolkit</a> to identify feasible approaches.
<b>12B</b>	Review definitions, provisions, and incentives to support a spectrum of housing opportunities for the community, particularly affordable housing types.
<b>12C</b>	Review the Zoning Ordinance to identify and address barriers to developing affordable housing units.
<b>12D</b>	Add a mixed-use development zone to allow for more rental properties.
<b>12E</b>	Revisit and revise the Accessory Dwelling Unit (ADU) Ordinance. Specifically consider: <ul style="list-style-type: none"> <li><b>i.</b> Square footage thresholds.</li> <li><b>ii.</b> Owner-occupied requirements.</li> </ul>
<b>15A</b>	Update the Special Flood Hazard Area Overlay using <a href="#">model standards and regulations</a> developed by the NH Office of Planning and Development.
<b>15B</b>	Develop maintenance and repair standards for private roads.
<b>15C</b>	Update stormwater management regulations using the <a href="#">model regulations</a> developed by the UNH Stormwater Center and Southeast Watershed Alliance.
<b>16D</b>	Work with the Strafford Regional Planning Commission to incorporate recommendations from the U.S. Department of Transportation's publication titled, <a href="#">"Small Town and Rural Multimodal Networks."</a>



# COMMUNITY CHARACTER

Strafford is known as the “town with Bow Lake,” a scenic 1,100-acre water body. Though largely surrounded by cottages and homes, the lake, and the town, have kept their rural charm. Strafford is mostly forested, has only one small store, and lacks a single traffic light, yet the town’s population exceeds 4,200 people. The town lies 25 miles inland from the ocean and is centrally located between several nearby urban areas—Concord, Rochester, Dover, and Portsmouth. While two State roads traverse the town, Strafford lacks commercial and industrial development; besides residences, the town contains abundant open space. Over 30% of this open space is permanently protected from development—one of the highest percentages of conserved land in a town in New Hampshire. Parker Mountain, entirely undeveloped, provides a striking backdrop to the town center and embodies the town’s rural character. Collectively, these features provide a sense of a largely undeveloped and unspoiled landscape, which most townspeople welcome.

Perhaps due to its history as a part of Barrington, Strafford lacks a true town center. The elements are there in Center Strafford—the school, the town hall and post office, the library, the historical society, and a church, but these lie apart from each other without connecting sidewalks or a binding feature such as a traditional town green.

Strafford has several community organizations including the Garden Club, the Historical Society, and the Bow Lake Community Club. The school provides a ready network for social interaction for children and families. The town library has excellent programming serving diverse-age community members. However, many townspeople do not engage with these networks, and would welcome a means to meet, participate, and interact with others in the community.

As the town grows, planning for the protection of Strafford’s rural character, historic resources, and Bow Lake is an important concern. This chapter addresses how residents feel about the state of the Town now, and how its valued qualities can be maintained and enhanced for residents and newcomers, now and into the future.

## KEY TRENDS, NEEDS, CONSIDERATIONS

Many participants in the master planning process shared a similar sentiment: Strafford is a welcoming community where word-of-mouth is often the most effective form of communication. When asked in the Strafford Master Plan Survey what residents love most about Strafford, 94% of respondents consider community either very important or important, and 1/3 of responses included the word “community.” This is strong evidence for the sense of community present in town and guiding this master plan update.





# COMMUNITY CHARACTER

Many residents moved to Strafford because of the community's character: residents love the small-town, rural atmosphere. Strafford embodies classic New England aesthetics, including beautiful rural landscapes, abundant and protected natural resources, vernacular architecture, and historic buildings. The town is also marked by its agricultural roots, which can still be seen in the rolling pastures and farmland in some parts of town. Residents hope to maintain these appealing qualities while addressing future development pressures through effective land use policy that allows space for new housing and enhanced social gathering spaces, while protecting open space, natural resources, agricultural businesses, and classic architecture.

The main gathering places in town include the library, school, and the Grange. There was strong support for a central gathering space, like a community or recreation center, to offer multi-generational programming as well as a place to gather. Combining a community center with the town library to share facilities and augment programming is one possible approach identified in the planning process.



## GOALS AND ACTIONS

### **1 Maintain Strafford's rural character and manage growth.**

- A** Add building design criteria for multifamily homes and village centers to land use regulations.
- B** Request that the Historical Society assist the Town in inventorying historic resources, both built and natural.
- C** Change site plan review to include protection of historic assets.

### **2 Promote development patterns that support walkability and social interactions and maintain town character.**

- A** Improve walkability and interconnection in town.
- B** Review the Zoning Ordinance to implement:
  - i** A mixed-use development policy to promote limited, small-scale commercial development such as a coffee shop.
  - ii** A [complete streets policy](#) that includes trail systems and protects vegetative buffers while allowing multi-modal transportation in areas designated for managed growth.
- C** Focus mixed-use development in Center Strafford and Bow Lake Village.

### **3 Promote small businesses and home occupations; encourage farming and forest industries.**

- A** Maintain or enhance policies that support home businesses.
- B** Maintain or enhance policies that support farm and sustainable forestry uses.
- C** Define customary home occupation in the Zoning Ordinance, and revisit definition for home produce and products.



# NATURAL RESOURCES

The population of Strafford increased from 2,965 in the 1990 census to 4,230 in 2020, a total of 1,265 new residents in 30 years: a 43% increase or approximately 1.4% growth in population per year. Population density in the town is estimated to be 87.75 residents/sq. mile, the second-lowest population density in Strafford County (second only to New Durham). The community remains rural and rich in natural resource features. Strafford residents recognize the importance of these elements in defining the character of the community and their myriad positive impacts for people and the Town's economy. To that end, residents have supported land conservation to protect these natural resources for future generations and support the use of conservation design near important natural resource features to avoid negative impacts from development projects. This section serves to identify and plan for these lands to preserve natural resources and wildlife habitat and enhance the recreational opportunities and scenic sites that contribute to the quality-of-life Strafford residents enjoy.

## KEY TRENDS, NEEDS, CONSIDERATIONS

Finding the right balance between development and resource protection and conservation is crucial for maintaining rural character and ensuring the long-term sustainability of existing resources. Conservation and preservation of Strafford's land and water resources has received strong support from the residents who view the natural resources as the main feature defining the rural character of their community.

The significance of Bow Lake as an important Town resource was mentioned repeatedly by residents during the forum session. People enjoy the amenities the lake provides, such as boating, fishing, and swimming. While some residents expressed interest in providing increased access to the lake, others are more interested in protecting it. Many people are worried about water quality issues related to Bow Lake. Concerns include boating activity, tree clearing, faulty septic systems, excessive use of fertilizers, impervious surfaces, and invasive species.





## GOALS AND ACTIONS

### **4 Support nature-based recreational opportunities in town.**

- A** Improve the visibility of existing trail networks by using kiosks at trailheads and promoting a comprehensive trail map.
- B** Improve access to Bow Lake by exploring options to add parking and expanded beach and non-motorized boat access.

### **5 Protect important land and waters an undeveloped state for future generations.**

- A** Support existing farms and encourage land conservation efforts and the use of the conservation design subdivisions on farmlands and properties with key natural resource features, including prime farmland soils.
- B** Continue working closely with land conservation organizations and private landowners in the region to help conserve additional land in town.
- C** Update the natural resource inventory, make the inventory available on town's website, and integrate its use in the work of the planning board and the Town's land use regulations, specifically the conservation design subdivision regulation.

### **6 Encourage strengthening of regulatory measures to safeguard the quality of water resources.**

- A** Form a study committee to investigate options for protecting the water quality of Bow Lake. Options might include an overlay zoning district with higher standards for: septic systems, use of fertilizer, tree removal and replacement, and percent of impervious surfaces.
- B** Continue to monitor water quality levels though the [Lakes Lay Monitoring Program](#) with UNH Cooperative Extension or other equivalent programs.
- C** Connect with organizations such as the Piscataqua Region Estuaries Partnership, the Isinglass River Local Advisory Committee, and the Conservation Commission to collaborate on upper and lower watershed management efforts.
- D** Consider incorporating [recommendations from the 2020 PREPA report](#), and subsequent reports, into the Town's Land Use regulations.

### **7 Encourage planting of native species and improve management of invasive species.**

- A** Use available resources to educate residents and trail users about invasives.
- B** Coordinate with existing efforts like [Nature Groupie](#) to involve volunteers in eradicating invasives.
- C** Modify land use regulations to encourage developers to retain a site's natural vegetative buffer or use native plants where additional landscaping is necessary.



# ECONOMIC DEVELOPMENT

Strafford is primarily residential with few commercial or industrial properties. Any development in Strafford requires private wells and on-site septic systems. There also is no major highway in the community. These factors limit opportunities for major commercial or industrial development. Many of the existing commercial enterprises operate as home-based businesses, and residents want to focus on promoting small and home-based businesses. The Town aims for future development to reflect the current character created by the existing farms and agribusiness enterprises.

## KEY TRENDS, NEEDS, CONSIDERATIONS

Because of Strafford's limited business offerings, many residents seek services like healthcare, grocery stores, restaurants, retail stores, job opportunities and arts outside of town. While some expressed concerns about access to these services as they age, for many residents, the desire to preserve the Town's rural character and natural resources outweighs the desire for additional economic development. Still, residents expressed interest in bolstering the local food economy by attracting more restaurants that blend with the atmosphere of the Town's central locations. Some ideas included an ice cream shop by Bow Lake or a café near the library. Local farms are cherished by residents of Strafford, and many feel they should be accentuated with on-farm cafes, micro-breweries, or other food purchasing options like a locally owned deli or grocery.

Development will eventually come to Strafford either by chance or by plan. Planning for that development will ensure the right type of development for our Town. Residents have indicated that small businesses are largely preferred, and they feel that additional economic activity and non-residential land uses should be located near existing town centers, such as the areas identified on [page 9](#) as Center Strafford and Bow Lake Village. Co-locating businesses and town services in these areas may provide residents with better access to goods and services and could support future development of pedestrian infrastructure. If small businesses are proposed outside of the town centers, they should be located off the main travel routes, setback into the property, and shielded from view to help preserve the Town's aesthetic charm. If a business is proposed in a highly visible location and visual screening is not possible, that business should be required to implement designs that are in harmony with the Town's historic and rural community character.

Strafford's plan for economic development should build upon the enhancement of its existing assets. Why do people choose to live and vacation in Strafford? Perhaps it's to get away from areas that look and feel like everywhere else. Regulations intended to prevent the wrong type of development must be supplemented with education and incentives to promote the types of development that will capitalize on the Town's existing assets and qualities, including the lake, farmlands, open spaces, artisans, and community.



## GOALS & ACTIONS

### 8 Strengthen commercial development regulations.

- A** Adopt zoning to limit small-scale commercial development to suitable areas.
- B** Ensure commercial development is consistent with local character by adopting design standards.
- C** Promote small agribusiness and explore ways to support small agribusiness retail operations.
- D** Support economic activity in areas suited for mixed-use development such as Center Strafford and Bow Lake Village.

### 9 Engage in creative place-making activities that support local artisans, build community character, and enhance economic vibrancy.

- A** Identify and promote existing arts, culture, and nature-based recreation opportunities in Town and leverage their use to create other economic opportunities.
- B** Explore hosting local vendor's markets to bring visibility to small businesses and celebrate the local community.
- C** Identify public spaces suitable for temporary or permanent multi-use art installations.





Housing in Strafford is primarily dispersed and scattered throughout the town, with two extensive higher density developments on Whig Hill and in Beaver Dam estates. The community desires to protect the Town's rural character and scenic vistas, but also recognizes that there are growing development pressures, including the need for affordable housing. Currently, available housing in Strafford is dominated by single-family homes aimed at middle to upper income families, while housing for older adults and young families is becoming scarce. The Town is interested in encouraging a variety of housing types for a broader range of situations and income levels. Expanding housing availability will also allow more residents to age in place, presenting opportunities for future generations of Strafford residents to remain in their community.

## KEY TRENDS, NEEDS, CONSIDERATIONS

A balanced and healthy rental market should have a vacancy rate of 5 to 6 percent; however, in 2022 the average vacancy rate in Strafford County for a 2- bedroom unit was 0.07 percent. Recognizing the growth pressures and challenging housing market facing the region, residents of Strafford are open to the development of new housing units so long as Strafford's rural character is not compromised. Housing development should be done in a reasonable, smart, and sustainable way to make room for new young families and to accommodate those residents who wish to age in place.

Many would like to adhere to the current zoning and maintain the 2-acre minimum lot size. Some housing types are not approvable under current regulations, such as tiny homes, but some residents think options like this could be in keeping with the character of the community while providing more affordable housing options. Accessory dwelling units were mentioned by many outreach participants, but some felt the current regulations were not flexible enough to make this option work for all. While walkability in a rural community such as Strafford may look different from that of a more urban community, residents expressed that walkability between their residences and local businesses would be nice. Traditional single-family homes have historically been the most desirable housing type, and many residents echoed this sentiment, but were open to small multifamily developments so long as they are limited to a small number of units and visually complement existing housing stock. Residents also noted that cluster developments would help preserve open space.

The [Regional Housing Needs Assessment](#) indicates that with Strafford's existing housing supply, the Town will require a total of 260 homes by 2040 to support a balanced housing economy. The goals and actions listed in this chapter aim to meet that need.



## GOALS AND ACTIONS

### **10 Encourage development patterns that maintain rural character and protect the environment.**

- A** Modify subdivision and site plan regulations to encourage developers to provide recreation areas accessible to the public, or infrastructure that improves neighborhood connectivity.
- B** Review land use regulations to strengthen low-impact development and sustainable design standards. Develop architectural standards for multi-family housing that will blend into the traditional New England design.

### **11 Guide new housing development to areas with higher housing densities to preserve the Town's natural resources.**

- A** Revisit the Zoning Ordinance to explore additional ways to encourage conservation developments.
- B** Explore using the Village Plan Alternative or village center zoning to concentrate mixed-use development in Center Strafford and Bow Lake Village.
- C** Explore mechanisms like the Neighborhood Heritage District to maintain the character of existing neighborhoods.

### **12 Promote strategies that create affordable housing opportunities for first-time homebuyers, families, and older adults wishing to age in place in their community.**

- A** Promote mixed-income housing development. Explore the [NH Housing Toolkit](#) to identify feasible approaches.
- B** Review definitions, provisions, and incentives to support a spectrum of housing opportunities for the community, particularly affordable housing types.
- C** Review the Zoning Ordinance to identify and address barriers to developing affordable housing units.
- D** Add a mixed-use development zone to allow for more rental properties.
- E** Revisit and revise the Accessory Dwelling Unit (ADU) Ordinance. Specifically consider:
  - i** Square footage thresholds.
  - ii** Owner-occupied requirements.



# COMMUNITY SERVICES

Community services such as the school, town hall, fire and police departments, post office, and cultural and recreational opportunities are all central to community health and vitality. Strafford has been growing steadily over the past two decades and residents envision future growth and development to be consistent with the community's rural character and small-town look and feel. This chapter focuses on the essential services provided by the municipality that are valued by community residents, and how to maintain and improve those services to meet future needs and demand.

26

## KEY TRENDS, NEEDS, CONSIDERATIONS

The residents of Strafford value the variety and quality of services offered by the Town and perceive them to match current demand and town size. Since the writing of the last Master Plan in 2002, the Town has acquired a 350-acre property, 75-acres of which are reserved for a future school, and the rest will remain as conserved land. The school also provides access to recreational sports facilities for all residents, and some (non-student) sports clubs and groups also use the school facilities.

When asked through the master plan community survey about the greatest challenges facing the Town over the next 10-15 years, respondents identified gaps in town services as an issue, for example recreational programming for children and seniors, and the lack of a central community space for such activities to take place. Residents involved in the preparation of this Master Plan expressed a strong desire to expand the library space or consider looking into other public indoor and outdoor multi-functional space that could be used for gatherings, events, and other community activities.

Many residents expressed concern about access to Bow Lake. Residents enjoy Strafford's outdoor recreation opportunities, and the beautiful mountain and shoreline views, but would like increased access to the lake. The state's ownership of the lake's only public access area has created complications with the Town's 100-year lease ending in 2022. Historically, the Town has maintained and managed the area. Given the desire for expanded public access—including safe routes for walkers—significant improvements like expanded parking and boat launch areas will require collaboration with the state.





**13 Strengthen community cohesion by expanding indoor and outdoor recreational and cultural opportunities with a focus on creating community events, activities, and programs for residents of all ages.**

- A** Support and expand existing community programming efforts.
- B** Partner with community-based organizations to conduct a feasibility assessment for a community center, with consideration of potential funding opportunities.
- C** Promote the use of historic resources valued by the community such as Waldron Store and Austin Hall in conjunction with the Historical Society.

**14 Continue to maintain and provide access to quality municipal services.**

- A** Connect with area partners such as the [Strafford County Public Health Network](#) and the [Community Action Partnership of Strafford County](#) to build additional capacity.
- B** Promote the welfare department's resource library by uploading it to the Town's website.
- C** Maintain support for Town departments to ensure effective operation of essential services.



# INFRASTRUCTURE

Many of the previous chapters include comments and recommendations made by residents to improve and sustain the Town's infrastructure. This chapter will build upon those ideas and integrate recommendations from the Town's Hazard Mitigation Plan. By identifying and addressing threats to critical infrastructure, the Town will be prepared to adapt to future hazardous events as the impacts of climate change intensify and the frequency of extreme weather increases. Elements of Strafford's infrastructure include, but are not limited to, the waste management system, transportation infrastructure, and those elements of infrastructure that support town services, such as the Town Hall. Moreover, Strafford's roadways are not only critical transportation infrastructure, but contribute to the Town's rural character and are an important consideration in natural resource management and land use planning.

28

## KEY TRENDS, NEEDS, CONSIDERATIONS

When asked about the greatest challenges over the next 10-15 years, outreach participants responded by identifying the need for a new school building and updating broadband and cell service infrastructure. Participants noted that the current access to broadband and cell service is unreliable. While the Town recently adopted a new Cell Tower Ordinance in 2021, addressing the need for communications infrastructure will be critical in the coming years to support the local economy, provide town services, and attract younger generations.

Though Strafford's development pattern is quite spread out, residents also felt that the community would benefit from focusing on more concentrated areas and improving walkability conditions in these areas. Developing sidewalks along travel corridors in less densely developed areas may not be feasible, but safety concerns could be addressed through better street lighting and wider road shoulders. One specific example that many residents spoke to was adding school zone signage and sidewalks between the school and the library to address safety concerns. Outreach participants discussed the potential to capitalize on existing trail networks and Class VI roads to improve connectivity between the Town's core roads while addressing the need for improved accessibility for people who use assisted mobility.



### 15 Protect vulnerable infrastructure

- A** Update stormwater management regulations using the [model regulations](#) developed by the UNH Stormwater Center and Southeast Watershed Alliance.
- B** Develop maintenance and repair standards for private roads.
- C** Update stormwater management regulations using the [model regulations](#) developed by the UNH Stormwater Center and Southeast Watershed Alliance.

### 16 Enhance the safety of local roads and improve community connectivity.

- A** Study and prioritize areas in-town that would benefit from the installation of public sidewalks and other connecting trails.
- B** Improve pedestrian safety between the school and library through sidewalks and appropriate signage.
- C** Improve road shoulders and provide street lighting, where appropriate.
- D** Work with the Strafford Regional Planning Commission to incorporate recommendations from the U.S. Department of Transportation's publication titled, ["Small Town and Rural Multimodal Networks."](#)

### 17 Plan for long-range community facility needs

- A** Identify long-range needs for school facilities.
- B** Study improvements to waste disposal and energy production to improve the town's sustainability.
- C** Explore options for improved area broadband and cell service.
- D** Identify a potential area for a transit stop so the Town is prepared if service becomes available in the future.
- E** Work with the Strafford Regional Planning Commission to incorporate transportation related action items into the Metropolitan Transportation Plan.





# AGE-FRIENDLINESS

The Town of Strafford partnered with the Strafford Regional Planning Commission in a regional project, Communities for Healthy Aging Transitions (CHAT), to engage residents in examining age-friendliness across the eight domains of livability described by AARP. The project's mission was to promote diverse, equitable, inclusive, livable environments where people can grow and thrive, regardless of age. This chapter provides a brief summary of the sentiments and ideas gathered through the CHAT project and Master Plan outreach process, and summarizes the needs expressed by residents in a table of goals and actions. While the goals and actions listed in this chapter are focused on the primary challenges heard in the outreach process, the goals and actions for each chapter were crafted with age-friendliness in mind. Those that are particularly relevant to creating a space where residents can age in place are identified in the [Implementation Guide](#).

## KEY TRENDS, NEEDS, CONSIDERATIONS

Many Strafford residents have lived in town for decades or have family ties to the area, demonstrating a clear desire to age in place. The [2021 AARP Community Preferences Survey](#) indicated that at least  $\frac{3}{4}$  of adults over the age of 50 have a desire to remain in their current home or community, but, because of a variety of factors, the study concluded that many adults aren't sure if they would be able to do so in their current residence or community. According to [2021 ACS 5-Year estimates](#), at the time of the survey, 63% of the 1,379 occupied homes in Strafford have been lived in for over a decade. As indicated in the Master Plan survey results, some residents are concerned that real estate taxes will compromise their ability to remain in Strafford. In the [2021 Comparison of Full Value Tax Rates](#), Strafford ranked 122 out of 234 municipalities in the state with a full value tax rate of \$16.75 per \$1,000 of valuation.

Residents of all ages appreciate the amenities Strafford has to offer and note the local youth sports and church events such as Trunk or Treat as great assets, but also note a lack of services and activities curated solely for the older adults. Survey respondents leave town to access services like medical offices and healthcare facilities, grocery stores, restaurants, small businesses and retail stores, job opportunities and arts and entertainment. Access to medical care as they age was a particular concern for survey respondents and forum participants.

While access to transportation was one of the greatest concerns related to growing older in Strafford, [Ready Rides and Community Rides](#) (for individuals over the age of 60) both operate in town and may help fill gaps in transportation for non-emergency medical care. These services are provided by TripLink and funded by the Alliance for Community Transportation, whose partnerships serve 38 municipalities in Southeast New Hampshire. Both services are wheelchair accessible and serve older adults and individuals with disabilities.



### **18 Develop multi-generational programming.**

- A** Conduct a programming needs assessment that specifies needs by age group.
- B** Explore funding to bolster youth recreation programs.
- C** Focus on incorporating age-friendly programming and the specific needs and desires of the Town's older adults.
- D** Through the Town's welfare department, promote programs such as fuel and housing assistance and tax rebates.

### **19 Support town-wide events, activities, and opportunities that bring all segments of the community together.**

- A** Improve communications advertising community programs, activities, and events.
- B** Leverage existing gathering spaces and town-wide events to host:
  - i** Local health agencies like [Strafford County Public Health Network](#) to improve healthcare access in Town by providing basic services and health information.
  - ii** Local businesses, including home-based occupations, to promote economic development in town and expand access to local goods and services.
- C** Create a "welcome committee" to produce a packet of materials to hand out to new residents that includes information about how new families and individuals can enjoy all that Strafford has to offer.

### **20 Improve access to services for the Town's older adults and underserved populations.**

- A** Assess barriers that residents experience accessing services.
- B** Work with neighboring towns and the Strafford Regional Planning Commission to explore [shared mobility options](#).
- C** Identify areas in Town with accessibility challenges; ensure compliance with ADA requirements as a minimum standard for accessibility.



# IMPLEMENTATION GUIDE

The Implementation Guide combines actions from each chapter into one list, and identifies feasibility, general timeframe, potential funding mechanisms, and who is responsible for implementation of each item.

## KEY:

### Responsible

#### Parties:

**PB:** Planning Board

**CC:** Conservation

Commission

**BOS:** Board of

Selectmen

**HS:** Historical

Society

**SRS:** Strafford

Recreational Sports

**L:** Library

### Feasibility:

Low

☆☆☆

Medium

★★☆

High

★★★

### Timeline

**Short:** 1-2

years



**Medium:** 3-6

years



**Long:** 7-10

years



### Age-Friendly

This



icon

identifies actions

which support

building an age-

inclusive

community that

allows residents

to age in place.


























### Funding Mechanisms:

Below are the logos of some potential funders. Click on their logos within the implementation guide to explore the potential funding opportunities they offer. The Strafford Regional Planning Commission administers many federal and state level grants; click on SRPC's logo here to explore the services the organization provides:





























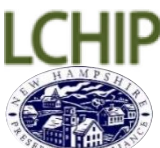














# IMPLEMENTATION GUIDE

1 Maintain Strafford's rural character and manage growth.			
<b>A</b>	Add building design criteria for multifamily homes and village centers to land use regulations.	PB	
<b>B</b>	Request that the Historical Society assist the Town in inventorying historic resources, both built and natural.	PB	     
<b>C</b>	Change site plan review to include protection of historic assets.	PB	
2 Promote development patterns that support walkability and social interactions and maintain town character.			
<b>A</b>	Improve walkability and interconnection in town.		     
<b>B</b>	Review the Zoning Ordinance to implement:	PB	     
<b>i</b>	A mixed-use development policy to promote limited, small-scale commercial development such as a coffee shop.		
<b>ii</b>	A <a href="#">complete streets</a> policy that includes trail systems and protects vegetative buffers while allowing multi-modal transportation in areas designated for managed growth.		
<b>C</b>	Focus mixed-use development in Center Strafford and Bow Lake Village.		
3 Promote small businesses and home occupations; encourage farming and forest industries.			
<b>A</b>	Maintain or enhance policies that support home businesses.	PB	   






























# IMPLEMENTATION GUIDE

<b>B</b>	Maintain or enhance policies that support farm and sustainable forestry uses.	PB	   
<b>C</b>	Define customary home occupation in the Zoning Ordinance, and revisit definition for home produce and products.	PB	   
<b>4 Support nature-based recreational opportunities in town.</b>			
<b>A</b>	Improve the visibility of existing trail networks by using kiosks at trailheads and promoting a comprehensive trail map.		          
<b>B</b>	Improve access to Bow Lake by exploring options to add parking and expanded beach and non-motorized boat access.	PB	  
<b>5 Protect important land and waters an undeveloped state for future generations.</b>			
<b>A</b>	Support existing farms and encourage land conservation efforts and the use of the conservation design subdivisions on farmlands and properties with key natural resource features, including prime farmland soils.	PB	  
<b>B</b>	Continue working closely with land conservation organizations and private landowners in the region to help conserve additional land in town.	PB	   
<b>C</b>	Update the natural resource inventory, make the inventory available on town's website, and integrate its use in the work of the planning board and the Town's land use regulations, specifically the conservation design subdivision regulation.	PB, CC	    
<b>6 Encourage strengthening of regulatory measures to safeguard the quality of water resources.</b>			
<b>A</b>	Form a study committee to investigate options for protecting the water quality of Bow Lake. Options might include an overlay zoning district with higher standards	PB	    











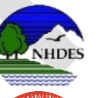






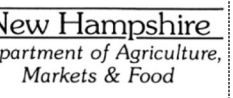











# IMPLEMENTATION GUIDE

	for: septic systems, use of fertilizer, tree removal and replacement, and percent of impervious surfaces.							
<b>B</b>	Continue to monitor water quality levels through the <a href="#">Lakes Lay Monitoring Program</a> with UNH Cooperative Extension or other equivalent programs.	v						
<b>C</b>	Connect with organizations such as the Piscataqua Region Estuaries Partnership, the Isinglass River Local Advisory Committee, and the Conservation Commission to collaborate on upper and lower watershed management efforts.	k						
<b>D</b>	Consider incorporating recommendations from the <a href="#">2020 PREPA report</a> , and subsequent reports, into the Town's Land Use regulations.	PB						
<b>7</b>	<b>Encourage planting of native species and improve management of invasive species.</b>							
<b>A</b>	Use available resources to educate residents and trail users about invasives.							
<b>B</b>	Coordinate with existing efforts like <a href="#">Nature Groupie</a> to involve volunteers in eradicating invasives.							
<b>C</b>	Modify land use regulations to encourage developers to retain a site's natural vegetative buffer or use native plants where additional landscaping is necessary.	PB						
<b>8</b>	<b>Strengthen commercial development regulations.</b>							
<b>A</b>	Adopt zoning to limit small-scale commercial development to suitable areas.	PB						
<b>B</b>	Ensure commercial development is consistent with local character by adopting design standards.	PB						


































# IMPLEMENTATION GUIDE

<b>C</b>	Promote small agribusiness and explore ways to support small agribusiness retail operations.	PB	    
<b>D</b>	Support economic activity in areas suited for mixed-use development such as Center Strafford and Bow Lake Village.	PB	 
<b>9</b>	Engage in creative place-making activities that support local artisans, build community character, and enhance economic vibrancy.		
<b>A</b>	Identify and promote existing arts, culture, and nature-based recreation opportunities in Town and leverage their use to create other economic opportunities.		    
<b>B</b>	Explore hosting local vendor's markets to bring visibility to small businesses and celebrate the local community.		   
<b>C</b>	Identify public spaces suitable for temporary or permanent multi-use art installations.	PB	  
<b>10</b>	Encourage development patterns that maintain rural character and protect the environment.		
<b>A</b>	Modify subdivision and site plan regulations to encourage developers to provide recreation areas accessible to the public, or infrastructure that improves neighborhood connectivity.	PB	   
<b>B</b>	Review land use regulations to strengthen low-impact development and sustainable design standards. Develop architectural standards for multi-family housing that will blend into the traditional New England design.	PB	   
<b>11</b>	Guide new housing development to areas with higher housing densities to preserve the Town's natural resources.		









# IMPLEMENTATION GUIDE

<b>A</b>	Revisit the Zoning Ordinance to explore additional ways to encourage conservation developments.		    
<b>B</b>	Explore using the Village Plan Alternative or village center zoning to concentrate mixed-use development in Center Strafford and Bow Lake Village.		 
<b>C</b>	Explore mechanisms like the Neighborhood Heritage District to maintain the character of existing neighborhoods.		  
<b>12</b>	Promote strategies that create affordable housing opportunities for first-time homebuyers, families, and older adults wishing to age in place in their community.		
<b>A</b>	Promote mixed-income housing development. Explore the <a href="#">NH Housing Toolkit</a> to identify feasible approaches.	PB	   
<b>B</b>	Review definitions, provisions, and incentives to support a spectrum of housing opportunities for the community, particularly affordable housing types.	IPB	    
<b>C</b>	Review the Zoning Ordinance to identify and address barriers to developing affordable housing units.	PB	   
<b>D</b>	Add a mixed-use development zone to allow for more rental properties.	PB	
<b>E</b>	Revisit and revise the Accessory Dwelling Unit (ADU) Ordinance. Specifically consider:	PB	    
<b>i</b>	Square footage thresholds.		
<b>ii</b>	Owner-occupied requirements.		
<b>13</b>	Strengthen community cohesion by expanding indoor and outdoor recreational and cultural opportunities with a focus on creating community events, activities, and programs for residents of all ages.		





































# IMPLEMENTATION GUIDE

<p><b>A</b> Support and expand existing community programming efforts.</p>	<p>PB</p> 
<p><b>B</b> Partner with community-based organizations to conduct a feasibility assessment for a community center, with consideration of potential funding opportunities.</p>	
<p><b>C</b> Promote the use of historic resources valued by the community such as Waldron Store and Austin Hall in conjunction with the Historical Society.</p>	
<p><b>14 Continue to maintain and provide access to quality municipal services.</b></p>	
<p><b>A</b> Connect with area partners such as the <a href="#">Strafford County Public Health Network</a> and the <a href="#">Community Action Partnership of Strafford County</a> to build additional capacity.</p>	
<p><b>B</b> Promote the welfare department's resource library by uploading it to the Town's website.</p>	
<p><b>C</b> Maintain support for Town departments to ensure effective operation of essential services.</p>	




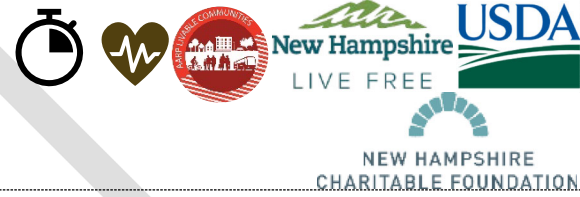

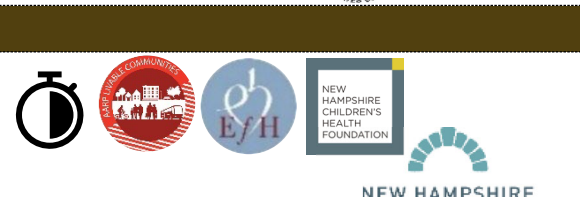



# IMPLEMENTATION GUIDE

15 Protect vulnerable infrastructure				
A	Update the Special Flood Hazard Area Overlay using <a href="#">model standards and regulations</a> developed by the NH Office of Planning and Development.	PB	    	
B	Develop maintenance and repair standards for private roads.	PB		
C	Update stormwater management regulations using the <a href="#">model regulations</a> developed by the UNH Stormwater Center and Southeast Watershed Alliance.	PB	    	
16 Enhance the safety of local roads and improve community connectivity.				
A	Study and prioritize areas in-town that would benefit from the installation of public sidewalks and other connecting trails.	PB	     	
B	Improve pedestrian safety between the school and library through sidewalks and appropriate signage.	PB	    	
C	Improve road shoulders and provide street lighting, where appropriate.	PB	   	
D	Work with the Strafford Regional Planning Commission to incorporate recommendations from the U.S. Department of Transportation’s publication titled, <a href="#">“Small Town and Rural Multimodal Networks.”</a>	PB	 	
17 Plan for long-range community facility needs.				
A	Identify long-range needs for school facilities.		     	






























# IMPLEMENTATION GUIDE

<b>B</b>	Study improvements to waste disposal and energy production to improve the town's sustainability.		
<b>C</b>	Explore options for improved area broadband and cell service.	PB	
<b>D</b>	Identify a potential area for a transit stop so the Town is prepared if service becomes available in the future.	PB	
<b>E</b>	Work with the Strafford Regional Planning Commission to incorporate transportation related action items into the Metropolitan Transportation Plan.	PB	
<b>18 Develop multi-generational programming.</b>			
<b>A</b>	Conduct a programming needs assessment that specifies needs by age group.		
<b>B</b>	Explore funding to bolster youth recreation programs.		
<b>C</b>	Focus on incorporating age-friendly programming and the specific needs and desires of the Town's older adults.		



# IMPLEMENTATION GUIDE

<b>D</b>	Through the Town's welfare department, promote programs such as fuel and housing assistance and tax rebates.		
<b>19</b>	<b>Support town-wide events, activities, and opportunities that bring all segments of the community together.</b>		
<b>A</b>	Improve communications advertising community programs, activities, and events.	   	
<b>B</b>	Leverage existing gathering spaces and town-wide events to host:		
<b>i</b>	Local health agencies like <a href="#">Strafford County Public Health Network</a> to improve healthcare access in Town by providing basic services and health information.	   	
<b>ii</b>	Local businesses, including home-based occupations, to promote economic development in town and expand access to local goods and services.		
<b>C</b>	Create a "welcome committee" to produce a packet of materials to hand out to new residents that includes information about how new families and individuals can enjoy all that Strafford has to offer.	 	
<b>20</b>	<b>Improve access to services for the Town's older adults and underserved populations.</b>		
<b>A</b>	Assess barriers that residents experience accessing services.	    	
<b>B</b>	Work with neighboring towns and the Strafford Regional Planning Commission to explore <a href="#">shared mobility</a> options.	   	PB
<b>C</b>	Identify areas in Town with accessibility challenges; ensure compliance with ADA requirements as a minimum standard for accessibility.	   	PB



# STYLE GUIDE

## COLOR SCHEME

#98A9E0	#221157	#907246	#51400F	#144034
#000000	#E3DA51	#BACD4B	#649345	#16785C

## FONTS

### ARIAL BLACK

Arial black

Calibri

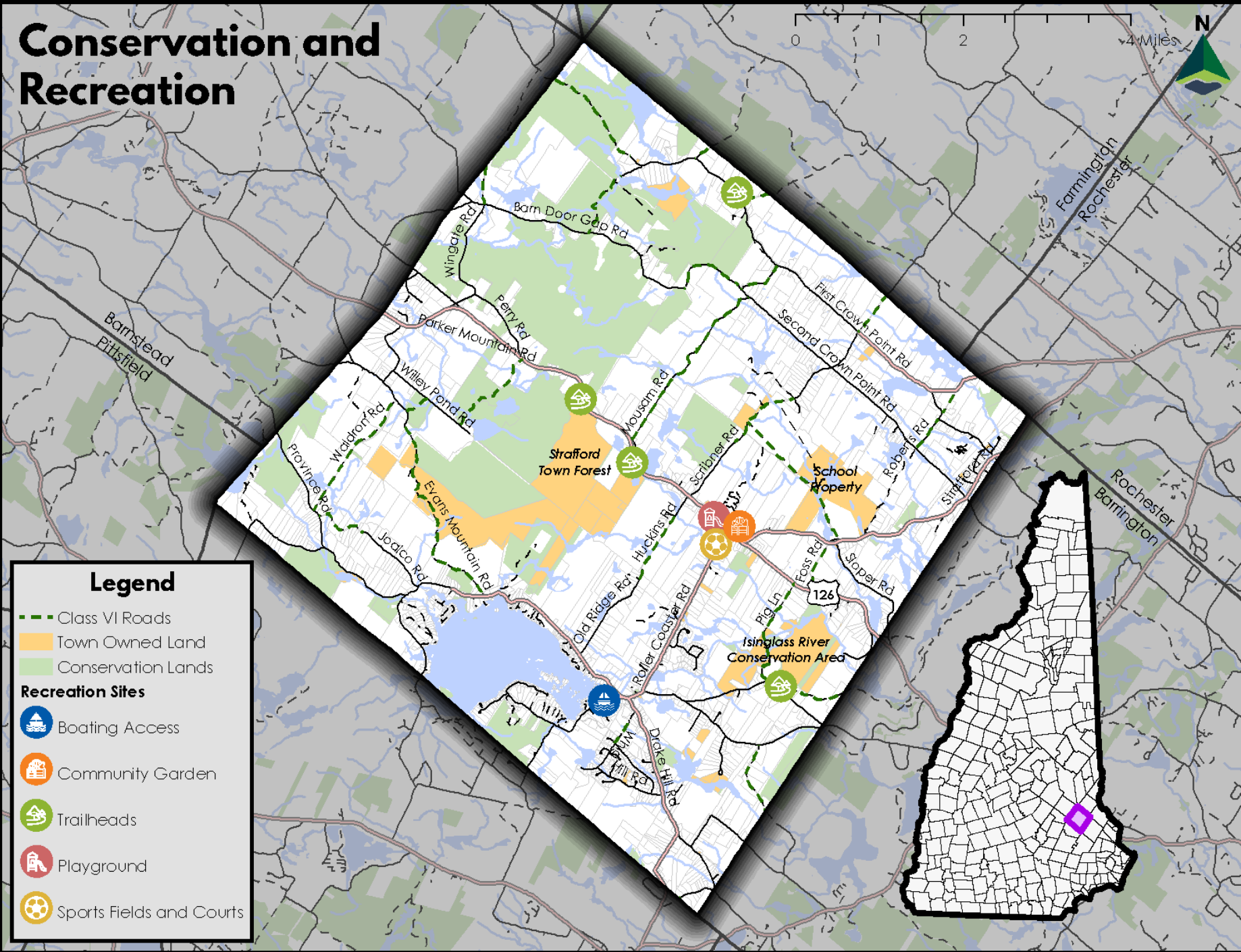
Calibri

## LOGO



# MAP APPENDIX

## Conservation and Recreation



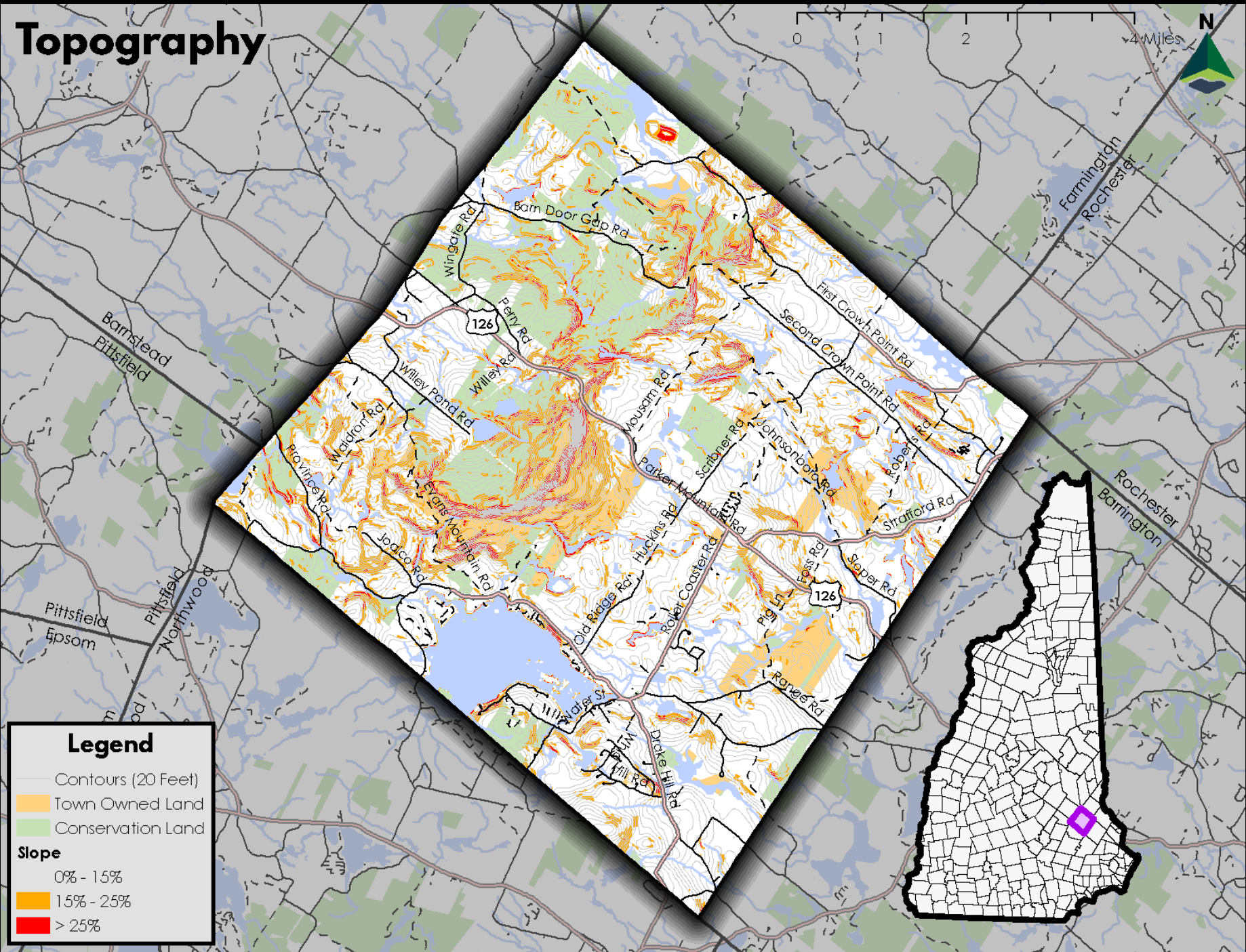


# Groundwater Protection and Soils



# MAP APPENDIX

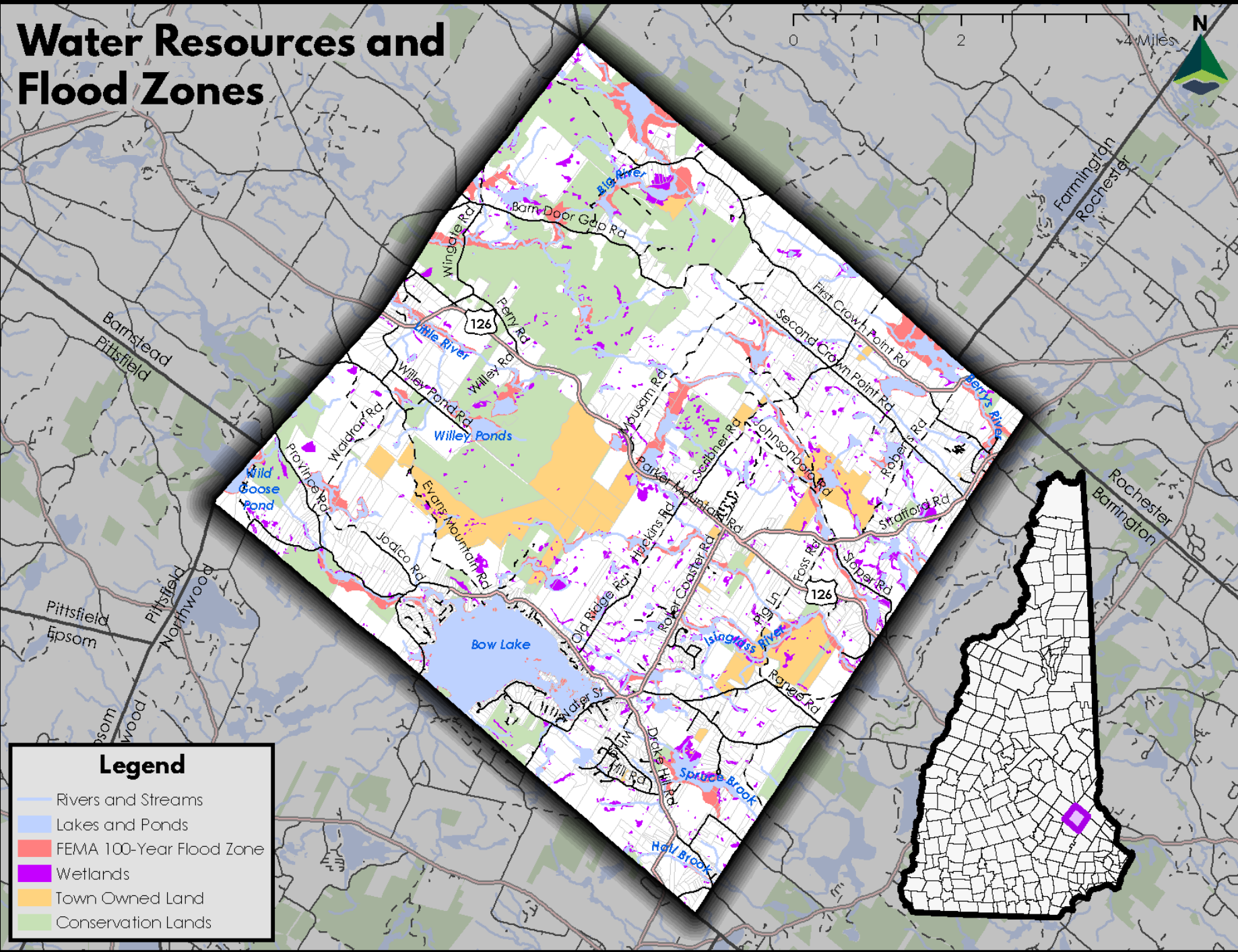
## Topography



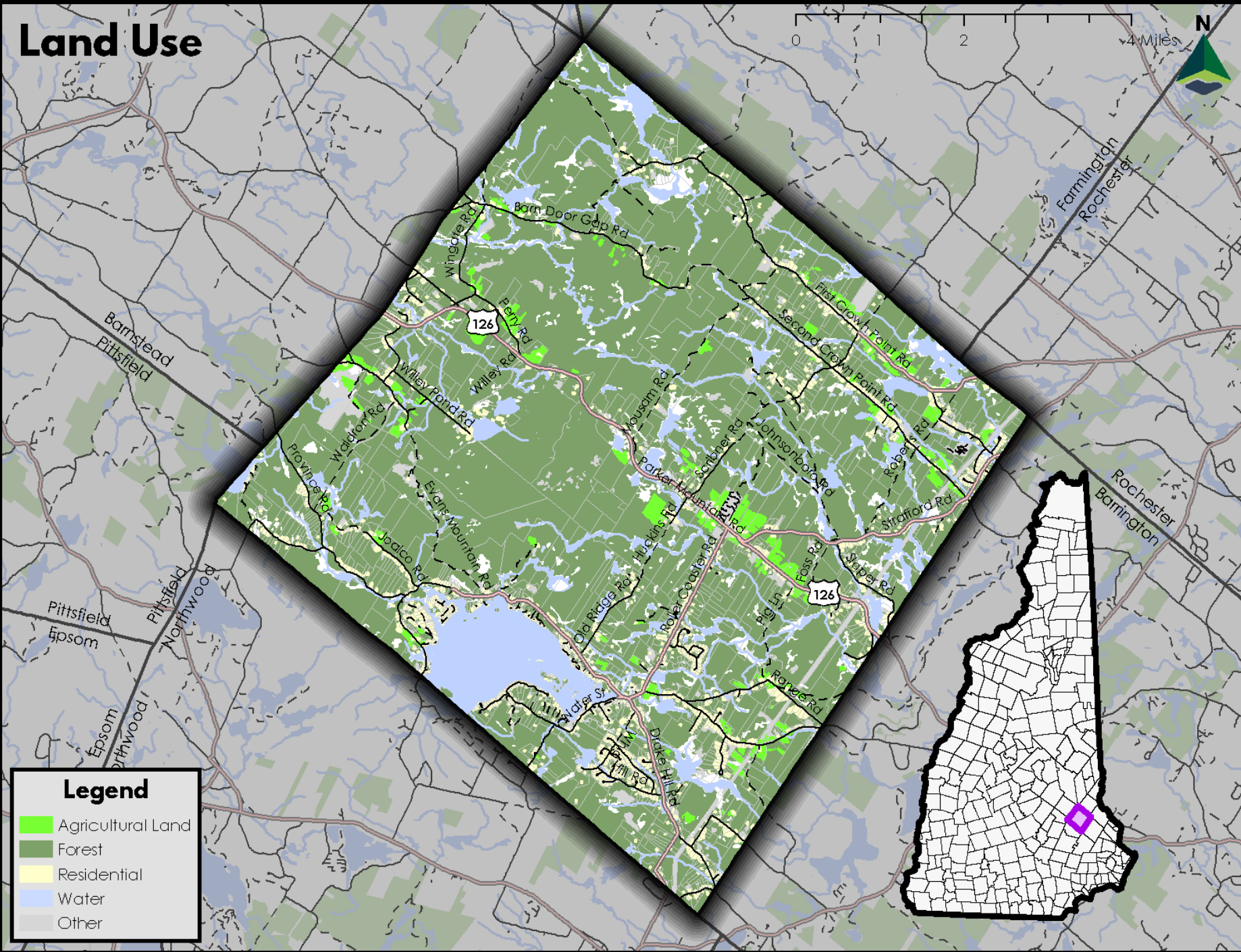


# MAP APPENDIX

## Water Resources and Flood Zones



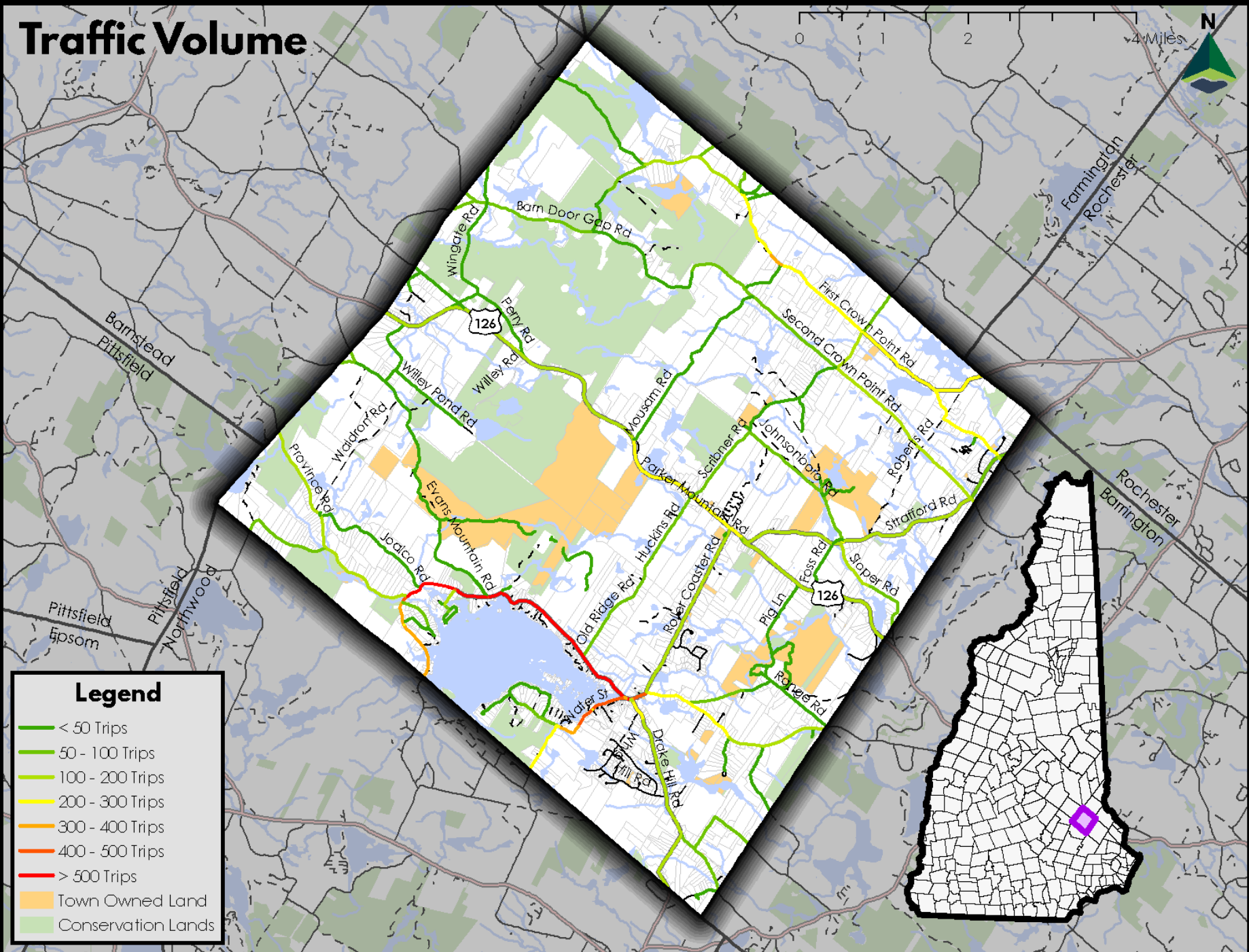
# MAP APPENDIX





# MAP APPENDIX

## Traffic Volume



# MAP APPENDIX

## Infrastructure

