



Implementation



This chapter provides a framework for implementing the strategies that have been identified as ways to progress toward goals that will help the town achieve its vision for the future. The strategies were developed in consultation with the community as well as Town staff and members of Town boards/committees. Some strategies build upon recent planning efforts (e.g., the 2023 *Missing Middle Housing Study*); others derive from current practices and applicable best practices, emerging trends, and technologies. **The implementation of these strategies will support the achievement of the Plan’s Vision Statement and Goals over the course of its planning horizon – approximately 10 years.**

The matrix included in this chapter ([Tables 11-1](#) through [11-8](#)) provides details that inform the implementation of each strategy and the Sustainability Master Plan overall. Details are defined for each strategy and address the following:

- ▶ *Timeframe* – the anticipated length of time for completion of a given strategy, defined as either “1 to 4 years,” “5 to 9 years,” “Greater than 10 years,” or “Continuing.”

- ▶ *Lead Town Entity* – the identity of the Town department or board/committee that holds responsibility for implementation.
- ▶ *Other Supporting Entity* -the identity of other Town departments or board/committee that would participate in implementation.
- ▶ *Ongoing Staff Time* – an assessment of how much time would be required for ongoing implementation, defined as either “Low” (less than 4 hours per week), “Medium” (between 4 and 8 hours per week), or “High” (more than 8 hours per week).
- ▶ *Order of Magnitude Cost* - an approximation of the financial cost – capital or operational, defined as either “\$” (less than \$50,000), “\$\$” (between \$50,000 and \$250,000), and “\$\$\$” (greater than \$250,000). Costs do not reflect the potential loss of revenue, for example, through the implementation of tax incentives.

- ▶ *Supports the Green Energy Pledge* – a determination as to whether the strategy directly advances the town’s efforts to meet its 2017 pledge to work toward the goals of 100 percent renewable electricity by 2030, followed by 100 percent renewable fuel for transportation, heating, and cooling by 2050.
- ▶ *Change in Zoning* – a determination as to whether a strategy would necessitate a change to the Town’s Zoning Ordinance.

Upon formal adoption of this Sustainability Master Plan by the Hanover Planning Board, it will be important for the Town to work with the *Lead Town Entities* in planning for implementation. As part of this coordination, the Town should continuously monitor and assess progress and make proper allocations for funding, staff time, and other resource requirements. This may include pursuit of available grant funding or other incentive opportunities, which should be understood with regards to their application requirements, submittal deadlines, and recurring schedules, if applicable. To better enable the Town to be successful in obtaining third-party funding, the Town could establish a centralized grant management system.

The Town should further work with its *Lead Town Entities* in tracking progress made in implementing the Plan’s strategies and towards achieving its Vision Statement and Goals. The Town should regularly report on progress to internal and external stakeholders for accountability and transparency (for example, through its Annual Reports). **The Town should continually assess whether adjustments to the implementation program need to be made to ensure success within the established planning horizon. To this point, the contents of the implementation matrix should be considered flexible, allowed to evolve alongside changes to the town’s social, economic, and environmental contexts.**

Table 11-1: Expanding Housing Opportunity

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change In Zoning
Goal 3-1: Based on the 2023 assessment of need, Hanover will facilitate the development of approximately 800 new housing units between 2020 and 2040.								
3-1.1	Anticipate the housing production needed to be sure that it is feasible for developers to produce and for Hanover to accommodate its regional fair share of housing.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	Potentially
3-1.2	<p>Explore legislative and regulatory opportunities to enhance Hanover’s housing affordability and safety.</p> <ul style="list-style-type: none"> - Support the development of ADUs. - Modify zoning criteria for detached ADUs, such as entrance location, height, and aesthetic requirements. - Initiate changes to the Zoning Ordinance to encourage a greater range of housing types including allowing a palette of housing types, from duplexes and small to medium scale multi-family dwellings, to large (up to 20 unit) multi-plex structures plus, mixed-use housing across the greater downtown. - Encourage denser housing development in areas with existing public water and sewer infrastructure and transit services. - Consider a form-based approach to zoning to incorporate more dwelling units in mixed use situations, with an emphasis on maintaining neighborhood character. - Remove/reduce parking requirements to provide for additional housing units on a lot. - Implement the 2023 Rental Housing Ordinance’s system of registration and inspection to assure compliance with basic building codes regarding safe and decent rental housing. - Continue to regulate short-term rentals. 	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change In Zoning
3-1.3	Encourage the development of housing in areas that are walkable to services and easily accessible by public transit so that vehicle ownership is not necessary.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
3-1.4	Work with property owners and developers to overcome constraints to create housing in the water and sewer service area.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Potentially
3-1.5	Evaluate the feasibility of developing housing on College- and Town-owned land in the water and sewer service area.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	No
3-1.6	Investigate ways for seniors to age in the community, including multi-generational housing.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	Potentially
Goal 3-2: The Town's attainable and affordable housing stock will be expanded.								
3-2.1	Support Dartmouth College's 2020 <i>Planning for Possibilities</i> to ensure an adequate attainable housing supply for students, faculty, and staff.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	Potentially
3-2.2	Encourage Dartmouth College to house 90 percent of its undergraduate students on the main campus and graduate students, faculty, and staff within the transit area.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	Yes	No
3-2.3	Support the efforts of the region's large employers to develop workforce housing that is logically integrated with existing development and transit services.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	Yes	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change In Zoning
3-2.4	Encourage major employers to institute repurchase programs to moderate inflated housing re-sale values.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	No
3-2.5	Facilitate new affordable and workforce housing production using public sector assets, such as government funds, public lands, and public infrastructure improvements.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	--	Medium	\$\$\$	No	Potentially
3-2.6	Partner with housing organizations to identify suitable locations for workforce housing.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
3-2.7	Explore adopting an inclusionary zoning policy, which would require developers to create affordable housing units within specified rental and home-ownership developments.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	No	Yes
Goal 3-3: Hanover’s housing stock will be improved to be more energy efficient and to include more accessibility features.								
3-3.1	Adopt a building code with higher standards for energy efficiency.	5 to 9 years	Planning, Zoning & Codes Department	--	Medium	\$	Yes	No
3-3.2	Provide contractors and homeowners with information about how to make residences more accessible to people with disabilities.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
3-3.3	Connect residents to programs for retrofitting the older housing stock to ensure it is healthy and energy efficient	1 to 4 years	Sustainable Hanover	--	Low	\$	Yes	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change In Zoning
3.3-4	Encourage the property owner or developer to address displacement, a potential problem when rental units are renovated, by, for example, providing interim or alternate housing.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	No
Goal 3-4: Educational resources and opportunities will expand the public awareness of Town housing initiatives, issues, and opportunities.								
3-4.1	Continue to conduct targeted public outreach and promote public awareness of the importance of new housing projects.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	No
3-4.2	Create new educational programs or expand existing program relationships with partners (e.g., Twin Pines Housing Trust, Vital Communities) to provide guidance and resources to current homeowners and potential home buyers in Hanover and the Upper Valley region, including downpayment and closing cost assistance, lease-purchase programs, and financial literacy and mortgage counseling.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No

Table 11-2: Fostering Inclusive Economic Resilience

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 4-1: Hanover will be a place where business owners want to locate and where their businesses will thrive.								
4-1.1	Continue to convene current and potential business owners and address their concerns.	1 to 4 years; Continuing	Town Manager	--	Low	\$	No	No
4-1.2	Support Advance Transit and other transit providers and their expansion into longer periods of service.	5 to 9 years	Planning, Zoning & Codes Department	Select-board	Low	\$\$\$	Potentially	No
4-1.3	Encourage shopping locally because of the direct benefits to the local economy.	1 to 4 years; Continuing	Downtown Hanover Working Group	--	Low	\$	Yes	No
4-1.4	Assist business owners in navigating the permitting process to get established and expand their businesses.	Continuing	Planning, Zoning & Codes Department	--	Medium	\$	No	No
4-1.5	Locate housing in and near economic centers with walkable accessible connections to enable car-free shopping and commuting.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Potentially
Goal 4-2: The nexus of property tax, housing and transportation costs, and income will be balanced to assure sustainable living.								
4-2.1	Review land use regulations to assure a mix of land uses and housing types can be developed so that there is a large enough non-residential tax base to support municipal facility and service expenses.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	No	Potentially

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 4-3: The diverse economy will support many types of lifestyles and needs.								
4-3.1	Work with commercial property owners to recruit a variety of tenants with an emphasis on locally-owned businesses providing goods and services.	1 to 4 years; Continuing	Town Manager	--	Low	\$	No	No
4-3.2	Create a fund to assist start-up businesses which provide jobs and diversify the business types in Hanover.	5 to 9 years	Town Manager	--	Medium	\$\$	No	No
4-3.3	Utilize cultural offerings as a boost to local businesses.	1 to 4 years	Parks & Recreation Department	Town Manager	Medium	\$\$	No	No
4-3.4	Position Hanover as a destination for outdoor enthusiasts and visitors who want to experience the ambience of a small New England town.	1 to 4 years	Town Manager	--	Low	\$\$	No	No
4-3.5	Collaborate with educational partners to stimulate the development of business.	1 to 4 years; Continuing	Town Manager	--	Medium	\$	No	No
4-3.6	Implement universal design so the downtown is accessible and can accommodate everybody.	5 to 9 years	Public Works Department	--	Low	\$\$\$	No	No
Goal 4-4: Hanover will prosper in the regional economy.								
4-4.1	Provide employment and business opportunities, office, service, cultural and retail offerings, and housing options for Hanover and Upper Valley workers.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	--	Medium	\$	No	No
4-4.2	Link residents to jobs via ride share, transit, and employment support services.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	Potentially	No
4-4.3	Invest in organizations that strengthen Hanover businesses.	1 to 4 years; Continuing	Town Manager	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 4-5: The local labor force will meet the needs of employers.								
4-5.1	Publicize job counseling, education, and training opportunities.	1 to 4 years	Town Manager	--	Low	\$	No	No
4-5.2	Support a diverse housing stock to provide homes for employees of all types of businesses.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	No
4-5.3	Welcome people of all backgrounds and provide services for them to integrate into the community.	Continuing	All	--	Low	\$	No	No
Goal 4-6: Economic centers will continue to be located in the water and sewer service area; residences will accommodate people working from home, business start-ups, and traditional home occupations.								
4-6.1	Ensure that a range of business uses are accommodated by the zoning districts in order to provide goods and services to satisfy a diverse clientele and jobs appropriate for workers with a variety of skills.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
4-6.2	Facilitate provision of reliable high-speed internet to every home.	5 to 9 years	Town Manager	--	Low	\$	Yes	No
4-6.3	Assure that landscape-based businesses can be located in the rural areas.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	Yes
Goal 4-7: The Town’s economic resiliency policies and regulations will foster a stable and sustainable economy.								
4-7.1	Reconsider zoning requirements for parking to facilitate business and mixed-use development.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
4-7.2	Implement incentives to target commercial affordability and small business growth.	5 to 9 years	Town Manager	--	Low	\$	No	Potentially

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
4-7.3	Enhance the Town’s online presence and availability of marketing materials that promote its assets and resources to visitors, future residents, and investors.	1 to 4 years	Town Manager	--	Low	\$\$	No	No
4-7.4	Develop and maintain a list of key development opportunity sites and market these sites in a manner that is consistent with the town’s vision for its future economy.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
Goal 4-8: The Town’s economy-supporting infrastructure will be enhanced.								
4-8.1	Consider expanding the Town’s water and sewer infrastructure in a manner aligned with the community’s desired future development patterns.	Greater than 10 years	Public Works Department	--	Medium	\$\$\$	Yes	No
4-8.2	Improve access and reliability of high-speed Internet to support at-home work and education.	5 to 9 years	Town Manager	--	Low	\$	Yes	No
4-8.3	Continue to facilitate renewable energy procurement options for businesses.	Continuing	Sustainable Hanover	--	Low	\$	Yes	No
4-8.4	Evaluate the capacity and resiliency of the electrical grid serving Hanover’s major economic centers and assess whether this system is sufficient to meet increased demand. Plan accordingly for capacity upgrades and to improve the resilience of this service.	1 to 4 years; Continuing	Public Works Department	--	Low	\$	Yes	No
4-8.5	Provide a mechanism for zoning relief to make commercial space more universally accessible.	1 to 4 years	Planning, Zoning and Codes Department	--	Low	\$	No	Yes
Goal 4-9: Hanover will achieve a circular, low carbon economy, focusing on material selection, source reduction, and material reuse, with recycling as a last resort.								
4-9.1	On an ongoing basis, determine the total weight of waste by stream that is generated from Town facilities and track the Town’s rate of diversion from landfills.	5 to 9 years; Continuing	Public Works Department	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
4-9.2	Prepare and adopt a Zero Waste Plan to enable the Town to reuse, recycle, and compost at least 90 percent of its solid waste.	5 to 9 years	Public Works Department	--	Low	\$\$	No	No
4-9.3	Repair, reuse, exchange, or repurpose products, and donate useful but unwanted goods.	1 to 4 years; Continuing	All	--	Low	\$	No	No
4-9.4	Implement a reusable take-out container program.	5 to 9 years	Town Manager	--	Low	\$	No	No
4-9.5	Implement targeted material limits or bans (e.g., single-use plastic, polystyrene).	5 to 9 years	Selectboard	--	Low	\$	No	No
4-9.6	Establish a municipal environmentally preferable purchasing policy that encourages or requires buying products that are energy efficient and otherwise environmentally responsible (e.g., recycled material content, sustainably harvested, low embodied carbon, etc.).	1 to 4 years	Town Manager	--	Low	\$	Yes	No
Goal 4-10: Hanover will support the development of jobs and businesses that align with the principles of a Green Economy.								
4-10.1	Engage partners in the development of a green jobs training program that addresses the needs of the town and/or Upper Valley Region.	5 to 9 years	Town Manager	--	Low	\$	Potentially	No
4-10.2	Create incentives to attract green industries and businesses to locate within Hanover to further promote a green local economy.	1 to 4 years	Town Manager	--	Low	\$	Potentially	Potentially
4-10.3	Support local farms and green economy businesses.	1 to 4 years; Continuing	All	--	Low	\$	Potentially	Potentially
4-10.4	Assess the current system of curbside and Zero Sort recycling and compare to alternatives.	1 to 4 years	Public Works Department	--	Low	\$\$	No	No

Table 11-3: Celebrating our Character

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 5-1: Natural resources supporting healthy ecosystems and scenic beauty will continue to define Hanover’s sense of place.								
5-1.1	Complete the <i>Open Space Priorities Plan</i> , including the expansion of protection of the Moose Mountain ridgeline, to guide the Town in achieving a locally and regionally inter-connected climate resilient system of conserved lands comprising at least 30 percent of the land area in Town.	1 to 4 years	Conservation Commission	--	Low	\$	No	Potentially
5-1.2	Promote the completion of a greenbelt around the greater downtown area that allows for permanent public access and protection from development.	Greater than 10 years	Planning, Zoning, & Codes Department	--	Medium	\$\$\$	Yes	No
5-1.3	Continue to provide publicly-accessible places where people can enjoy Hanover’s best views as identified by the <i>Scenic Locales Study</i> and more recently in the scenic evaluation in the <i>Open Space Priorities Plan</i> .	Continuing	Conservation Commission	--	Low	\$	No	No
5-1.4	Among landowners along Scenic Roads, promote awareness about land management that supports the trees and stone walls meant to be protected by Scenic Road designation.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
5-1.5	In addition to 50 percent of the Land Use Change Tax, advocate for regular appropriations to the Conservation Fund to continue the Town’s support for protecting open space that contains important natural resources.	1 to 4 years	Conservation Commission	--	Low	\$\$\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 5-2: Ecological integrity and biodiversity will be honored and protected to ensure the air, water, soil, flora and fauna continue to provide life-sustaining, carbon-sequestering, public health and wellness benefits, and diverse natural communities and wildlife habitat.								
5-2.1	Support the shift away from fossil fuels to contribute in a positive way to the Town's and region's air quality.	Greater than 10 years	All	--	Medium	\$\$\$	Yes	No
5-2.2	Continue to review and restrict development proposed to be located within 75 feet of a water resource and to require a 125-foot setback between septic leach fields and water resources.	Continuing	Conservation Commission	Planning, Zoning & Codes Department	Low	\$	No	No
5-2.3	Increase awareness around proper septic system use and maintenance.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
5-2.4	Permanently protect land in the watersheds of the Fletcher, Parker, and Hanover Center Reservoirs.	5 to 9 years	Planning, Zoning & Codes Department	Conservation Commission	Low	\$	No	Yes
5-2.5	Address protection of groundwater quality and quantity by eliminating threats from contamination and preventing unsustainable withdrawal and inadequate groundwater recharge.	5 to 9 years	Planning, Zoning & Codes Department	Conservation Commission	Low	\$	No	Potentially
5-2.6	For municipal infrastructure and on-site utilities serving multi-family residential and commercial properties, design systems to accommodate the increased volume and intensity of stormwater runoff.	Greater than 10 years; Continuing	Public Works Department	Planning, Zoning & Codes Department	Low	\$\$\$	No	No
5-2.7	Educate homeowners so they know that small improvements in their yards can collectively amount to reduction in stormwater flows and sediment movement.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
5-2.8	Manage all green infrastructure to retain its effectiveness in attenuating pollutants and controlling flows.	Continuing	Public Works Department	--	Medium	\$\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
5-2.9	Given the importance of riparian areas for wildlife and water quality, continue to provide vegetative buffers adjacent to surface water resources.	Continuing	Conservation Commission	--	Low	\$	No	No
5-2.10	Evaluate Town-owned lands and determine which properties are appropriate for old growth forest management in order to maximize carbon sequestration.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
5-2.11	Provide educational opportunities and materials to landowners so they might consider old growth forest management.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
5-2.12	Continue to investigate, inventory, and protect vernal pools.	Continuing	Conservation Commission	--	Low	\$	No	No
5-2.13	Locate amphibian crossings and assist wildlife during migration events.	1 to 4 years; Continuing	Conservation Commission	--	Low	\$	No	No
5-2.14	On certain Town-owned lands, limit recreational trail building in order to foster ecosystem integrity, truly protect unfragmented forest lands and direct volunteer trail maintenance efforts to other less fragile or ecologically significant land.	Continuing	Conservation Commission	--	Low	\$	No	No
5-2.15	Conserve lands with high productivity ratings for agriculture and forestry.	5 to 9 years	Conservation Commission	Planning, Zoning & Codes Department	Low	\$\$\$	No	Potentially
5-2.16	Ensure the ecological integrity of the Town's diverse natural communities and wildlife habitats by ensuring that they are connected.	Greater than 10 years	Conservation Commission	--	Low	\$\$\$	No	Potentially
5-2.17	Allocate resources to monitor and enforce conservation restrictions and easements and to steward and restore Town open space lands.	1 to 4 years	Conservation Commission	Planning, Zoning & Codes Department	Medium	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
5-2.18	Involve all Town residents, businesses, institutions, and organizations in invasive species identification, removal, and monitoring.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
5-2.19	Continue to monitor damage caused by deer and to apply for Special Deer Management permits to reduce the density of deer in over-browsed areas.	Continuing	Conservation Commission	--	Low	\$	No	No
5-2.20	Promote backyard composting and the use of compost to restore soil fertility, microbial activity, and moisture-holding capacity- avoiding the need for non-organic fertilizers.	1 to 4 years	Sustainable Hanover	--	Low	\$	No	No
5-2.21	Evaluate the Town’s curbside recycling program and develop recycling options to include commercial and institutional organizations.	1 to 4 years	Public Works Department	--	High	\$\$\$	No	No
5-2.22	Create a municipal compost collection program, managed through one or more private entities.	5 to 9 years	Public Works Department	--	Low	\$\$\$	No	No
Goal 5-3: Publicly- accessible outdoor recreational opportunities for people of all ages will be available within a five-to-ten-minute walk from every residence.								
5-3.1	Prepare a geographic analysis of areas of Town whose residents do not have an outdoor recreation area within a five-to-ten-minute walk.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	No
5-3.2	Expand land-based recreational opportunities to in town areas where people are underserved.	Greater than 10 years	Parks & Recreation Department	--	High	\$\$\$	No	No
5-3.3	Publicize and care for Town-owned open space lands.	1 to 4 years	Parks & Recreation Department	Conservation Commission	Low	\$\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
5-3.4	Complete a footpath encircling the greater downtown area, along Mink Brook from Mink Brook Community Forest to the Connecticut River, north to Wilson’s Landing, and through the greenbelt back to Mink Brook.	Greater than 10 years	Planning, Zoning & Codes Department	--	Low	\$\$\$	Yes	No
Goal 5-4: Hanover’s historic character will be widely recognized through a variety of architectural styles and scenic landscapes.								
5-4.1	Complete up-to-date, comprehensive, historical resource surveys with a focus on heritage landscapes, streetscapes, or resource types, rather than specific buildings, as a basis for implementation tools that could work to preserve community character.	5 to 9 years; Continuing	Hanover Historical Society	--	Low	\$\$	No	No
5-4.2	Work with the Hanover Historical Society to advise the Town on matters related to historic preservation and to prepare a preservation plan, which can detail opportunities with respect to, but not limited to: <ul style="list-style-type: none"> • The establishment of Local Historic Districts or Neighborhood Heritage Districts. • Prioritizing properties – buildings and their landscapes – for preservation easements. 	5 to 9 years	Planning, Zoning & Codes Department	--	Medium	\$\$	No	No
5-4.3	Educate property owners about the five-year revitalization tax relief incentive.	1 to 4 years	Hanover Historical Society	--	Low	\$	No	No
5-4.4	Encourage property owners on Scenic Roads to maintain large trees and stone walls along their property frontage.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
5-4.5	Identify and document historic sites within flood hazard areas.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
5-4.6	Continue to include cutting requirements in conservation easements on open fields to preserve those areas as fields and maintain the views associated with them.	Continuing	Conservation Commission	--	Low	\$	No	No
5-4.7	Discourage development on Class VI roads and continue to use them as recreational corridors.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	No
Goal 5-5: The town’s cultural offerings will be expanded to ensure they continue to evolve to reflect the community’s diversity.								
5-5.1	Identify underutilized spaces within Town for art installations. Work with local artists, including Hanover’s student population, in their creation.	1 to 4 years	Planning, Zoning & Codes Department		Low	\$	No	No
5-5.2	Connect with regional cultural institutions to bring aspects of their creativity into the Town’s local businesses and facilities.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
5-5.3	Dedicate resources to documenting and acknowledging pre-Colonial residents of the area now incorporated as Hanover.	1 to 4 years	Hanover Historical Society	--	Low	\$	No	No
5-5.4	Collaborate with Dartmouth College on exhibitions or other educational resources that relay the independent and intertwined histories and culture of the College and the Town. Ensure such resources are made available to new students, faculty, and staff at the College and new residents and businesses within the Town.	1 to 4 years	Hanover Historical Society	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
5-5.5	Using the Town’s “Celebrate the Season” event as an example, establish new and recurring community-wide events. Ensure that such events account for and incorporate the community’s various generations and cultures.	5 to 9 years	Parks & Recreation Department	--	Low	\$\$	No	No
5-5.6	Explore opportunities to augment the arts in Hanover with grants made available through the New Hampshire State Council on the Arts and other entities.	1 to 4 years	Parks & Recreation Department	Etna and Howe libraries	Low	\$	No	No
5-5.7	Facilitate community gathering by identifying, modifying (if needed), and maintaining public spaces for uses such as outdoor dining, regular events, and pop-up activities	5 to 9 years	Planning, Zoning & Codes Department	--	Medium	\$\$\$	No	No
5-5.8	Following the lead of other NH communities, Hanover should declare and observe Indigenous People’s Day on the second Monday of October.	1 to 4 years	Selectboard	--	Low	\$	No	No

Table 11-4: Advancing Multi-Modal Transportation

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 6-1: Town-wide walking and biking accessibility and safety will be improved.								
6-1.1	<p>Implement the detailed recommendations and action plans contained in the 2022 <i>Hanover Walk Bike Plan</i>. The contents of this plan are very comprehensive and are not repeated here. Performance over time can be measured against the detailed list of action items, policies and recommendations contained in the plan.</p> <p>The primary goals of the <i>Walk Bike Plan</i> are:</p> <ul style="list-style-type: none"> • Make a significant shift of everyday trips to walking and biking as a sustainable transportation mode; • Create a walk bike network that is safe for users of all ages and abilities; • Innovate and be an early adopter of best practices in walk and bike network operation and infrastructure, as fundamental to improving Hanover’s sustainability, health and community; and • Make Complete Streets systematic. 	Greater than 10 years	Bike Walk Committee	--	Medium	\$\$\$	Yes	No
6-1.2	Commit to implementing Hanover’s Vision Zero Policy with supporting policies and programming.	5 to 9 years	Selectboard	--	Medium	\$\$\$	Yes	No
6-1.3	Replace existing streetlights with dynamic LEDs, which could improve safety for bike and pedestrian modes. This would also provide a great energy-saving tool.	5 to 9 years	Public Works Department	--	Low	\$\$\$	Yes	No
6-1.4	Expand the availability of e-bikes. Increase education around use cases and benefits.	1 to 4 years	Bike Walk Committee	--	Low	\$	Yes	No
6-1.5	Engage partners, including Dartmouth College and Dartmouth Health, in establishing a shared micro-mobility network (e.g., bike-share, scooter-share).	5 to 9 years	Bike Walk Committee	--	Low	\$\$\$	Yes	No

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 6-2: Partners will be engaged in enhancing local and regional transit and carpooling options.								
6-2.1	Work with Advance Transit to identify opportunities to expand their service with respect to duration and frequency. Align service availability with local employment patterns by engaging local and regional employers and their employees.	5 to 9 years	Selectboard; Planning, Zoning & Codes Department	--	Low	\$\$\$	Potentially	No
6-2.2	Encourage transit providers to offer connecting service to the park and ride lots on NH 10 in Lyme and in Grantham and the WRJ AMTRAK station. Ensure expanded service connects to downtown Hanover.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Potentially	No
6-2.3	Advance an educational campaign that promotes local and regional transit options. Highlight service routes, stops/stations along with nearby assets and attractions, and available resources to obtain additional information (e.g., the Advance Transit mobile app).	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Potentially	No
6-2.4	Revive a ride-sharing program within the region coordinated by Advance Transit, Hanover’s downtown merchants, or larger employers.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	Potentially	No
6-2.5	Encourage students to use school buses, public transit, carpools, or active transportation.	1 to 4 years	SAU 70	--	Low	\$	Yes	No
Goal 6-3: Sustainable living and safe zero-emission modes of travel will be reinforced with complementary land use patterns and transportation infrastructure.								
6-3.1	Increase residential density and enable multi-use development in areas where non-automotive travel options are available or planned.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
6-3.2	Reduce or eliminate parking minimums and more easily allow shared parking.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
6-3.3	Incorporate bike shelters and micro-mobility charging stations into the downtown streetscape and in all new multi-family and commercial development.	1 to 4 years; Continuing	Public Works Department	Planning Zoning & Codes Department	Low	\$\$\$	Yes	Potentially
6-3.4	Improve access and reliability of high-speed internet to support at-home work and education in all areas of Town and the reduction in commuting miles and emissions.	5 to 9 years	Town Manager	--	Low	\$	Yes	No
6-3.5	Guide improvements undertaken during the planning, design, resurfacing and routine maintenance of existing roads using our Complete Streets Guidelines: https://hanovernh.org/DocumentCenter/View/1358/Complete-Streets-Guidelines-PDF .	Continuing	Public Works Department	--	Low	\$\$	Yes	No
Goal 6-4: The transportation network will be updated to address emerging transportation and community needs.								
6-4.1	Incorporate appropriate EV charging stations into the downtown streetscape and in all new multi-family and commercial development and include other appropriate charging stations in all new multi-family development.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$\$\$	Yes	Potentially
6-4.2	Implement ITS technology to coordinate all signalized intersections and to provide transit signal prioritization.	5 to 9 years	Public Works Department	--	Low	\$\$\$	Potentially	No
6-4.3	After giving priority to active downtown commercial uses, designate spaces for rideshare and small truck delivery use.	1 to 4 years	Public Works Department	--	Low	\$	Potentially	No
6-4.4	Establish peripheral parking and supporting shuttle service to locations in the downtown area.	5 to 9 years	Selectboard	Public Works Department	Low	\$\$\$	Potentially	No

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
6-4.5	Incentivize commercial landowners to install high-speed EV charging stations for public use.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Potentially

Table 11-5: Promoting Downtown Vibrancy

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 7-1: A diverse commercial base will be fostered.								
7-1.1	Review zoning restrictions that limit the growth, density, and type of commercial development in the downtown, including regulations around the mix and flexibility of allowable uses and parking minimums.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
7-1.2	Establish design guidelines so that formula businesses (chain stores and restaurants) have a slightly different look that helps maintain the character of the downtown.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	No	Yes
7-1.3	Audit and inventory ADA-compliant establishments and restrooms.	5 to 9 years	Planning Zoning & Codes Department	--	Low	\$	No	No
7-1.4	Promote small-scale manufacturing and artisans within the downtown.	1 to 4 years	Hanover Downtown Working Group	--	Low	\$	No	Yes

Goal 7-2: More dwellings will be built in and around the greater downtown.

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
7-2.1	Free up potential residential development space by revising parking minimums and incentivizing shared parking.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
7-2.2	Support Dartmouth College's development of on-campus housing to ensure an adequate and affordable housing supply for graduate and undergraduate students, faculty, and staff.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	Yes	Potentially
7-2.3	Incentivize the creation of more attainable housing within walking distance of the downtown core.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Potentially
7-2.4	Modify the Zoning Ordinance to clarify and allow flexibility in residential use in the downtown.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
7-2.5	Create a gradual transition of decreasing density from the downtown core to the periphery of the greater downtown.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
7-2.6	Increase the allowable residential density in the greater downtown.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
Goal 7-3: Business owners will be supported enabling their ventures to grow and prosper.								
7-3.1	Coordinate with Dartmouth College to ensure goods and services provided on campus complement, and do not have the potential to supplant, businesses in the downtown.	Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
7-3.2	Work with Dartmouth College to allow students' DASH Discretionary Account to be accepted at Hanover restaurants and other establishments.	1 to 4 years	Town Manager	--	Low	\$	No	No
7-3.3	Coordinate with Dartmouth College and the Upper Valley Business Alliance to find opportunities for the organization to better support Hanover business owners in the downtown.	1 to 4 years	Town Manager	--	Low	\$	No	No
7-3.4	Develop a branding campaign that highlights the uniqueness of the businesses in the downtown, as well as the Town's history and attractions, including the Appalachian Trail.	1 to 4 years	Town Manager	--	Low	\$\$	No	No
7-3.5	Partner with local businesses to plan additional cultural programming, including community-wide festivals and arts/music events. Such events should be conducted regularly (e.g., monthly, annually), as feasible, and should reflect the uniqueness of the community and its residents.	1 to 4 years	Parks & Recreation Department	--	Medium	\$\$	No	No
7-3.6	Regularly convene current and potential business owners to hear and address their concerns.	1 to 4 years; Continuing	Town Manager	--	Low	\$	No	No
7-3.7	Review the Zoning Ordinance and modify it to more creatively accommodate business uses in the downtown.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
7-3.8	Attract a new anchor store to locate south of Lebanon Street to draw pedestrians to and generate more activity in that part of the downtown core.	5 to 9 years	Hanover Downtown Working Group	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
7-3.9	Connect organizations that offer business consulting programs with interested business owners.	1 to 4 years	Hanover Downtown Working Group	--	Low	\$	No	No
7-3.10	Explore options for hiring a person to implement initiatives to support downtown businesses.	1 to 4 years	Town Manager	--	Low	\$\$	No	No
Goal 7-4: Public gathering spaces in the downtown will be enhanced.								
7-4.1	Identify opportunities to create additional public gathering spaces in the downtown, including requiring accessible public spaces in new developments and major renovations.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$\$\$	No	Yes
7-4.2	Implement a streetscape plan and fund its recommendations.	5 to 9 years	Public Works Department	--	Low	\$\$\$	Yes	No
7-4.3	Increase the tree canopy in the downtown, through additional street trees and by requiring plantings within new developments and major renovations.	5 to 9 years; Continuing	Public Works Department	--	Medium	\$\$\$	No	No
7-4.4	Engage the community, including students at Dartmouth College and the Hanover High School, to implement creative placemaking in the downtown, including for example, art murals, street performances, and walking tours.	1 to 4 years	Parks & Recreation Department	--	Low	\$	No	No
7-4.5	Consider implementing a series of kiosks at public gathering spaces to celebrate Hanover’s history, and communities of various ethnic and cultural backgrounds, including native persons.	5 to 9 years	Parks & Recreation Department	--	Low	\$\$	No	No
Goal 7-5: Universally-accessible, people-centered means of transportation will be fostered in, around, to, from and through the downtown.								
7-5.1	Conveniently locate the multi-modal hub so bus service to downtown continues.	Greater than 10 years	Public Works Department	--	Low	\$\$\$	Potentially	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
7-5.2	Promote enhanced transit with service every day to more locations for more hours of the day.	5 to 9 years	Selectboard	Planning, Zoning & Codes Department	Low	\$\$\$	Potentially	No
7-5.3	Improve infrastructure for transit users.	5 to 9 years; Continuing	Public Works Department	--	Low	\$\$\$	Potentially	Potentially
7-5.4	Establish shared mobility services accommodating charging and covered storage.	5 to 9 years	Public Works Department	--	Low	\$\$\$	Yes	No
7-5.5	Enhance each of the four downtown gateways.	Greater than 10 years; Continuing	Planning, Zoning & Codes Department	--	Low	\$\$\$	No	No
7-5.6	Establish an off-site shuttle lot along each of Hanover's four gateway roads.	Greater than 10 years	Selectboard	Public Works Department	Low	\$\$\$	Potentially	No
7-5.7	Improve bicycling and walking conditions in the downtown by implementing a complete streets approach with multimodal accommodations.	5 to 9 years; Continuing	Public Works Department	--	Low	\$\$\$	Yes	No
7-5.8	Improve walking conditions by addressing accessibility deficiencies and by systematically implementing the recommendations of the <i>Town's Pedestrian Crossing Treatment Guidelines</i> .	5 to 9 years	Public Works Department	--	Low	\$\$\$	Yes	No
7-5.9	Establish safe bicycling connections through intersections along each of Hanover's four gateway roads.	5 to 9 years	Public Works Department	--	Low	\$\$\$	Yes	No
7-5.10	Manage parking in the downtown according to the recommendations of the Town's 2019 <i>Downtown Parking Study</i> .	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
7-5.11	Update the 2019 <i>Downtown Parking Study</i> to consider parking for service vehicles, employees, and new residents who will occupy downtown housing.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$\$	Potentially	No
7-5.12	Provide signage and information to make the parking system easy to use and understand, including publicizing that parking is free after 5:00 PM.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$\$	No	No
7-5.13	Create a wayfinding plan for the downtown, with coordinated systems and design that highlight major destinations, public gathering spaces, historical and cultural features, dining, retail, parking, walking, biking, and transit systems.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$\$	Yes	No
7-5.14	Install a variety of appropriate EV charging stations in a number of downtown locations.	1 to 4 years; Continuing	Public Works Department	--	Low	\$\$\$	Yes	No
7-5.15	Partner with Dartmouth College to apply for federal grants for high-speed EV charging stations.	1 to 4 years	Public Works Department	--	Low	\$	Yes	No
Goal 7-6: Arts and culture will be appreciated every day.								
7-6.1	Coordinate cultural events with special sales and/or menus.	1 to 4 years; Continuing	Parks & Recreation Department	Town Manager	Medium	\$\$	No	No
7-6.2	Develop a plan to enhance the visibility of the Appalachian Trail.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
7-6.3	Devise a system of kiosks to explore Hanover's history and architecture and share information about Hanover.	5 to 9 years	Parks & Recreation Department	--	Low	\$\$	No	No
Goal 7-7: Using the highest standards for sustainable urban design, improvements will be implemented in the greater downtown.								

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
7-7.1	Enact energy performance standards for new construction and major renovations in the downtown.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
7-7.2	Retrofit all remaining energy inefficient lighting and signage within the public right of way in the downtown to dynamic LEDs. Couple lighting retrofits or replacements with solar capabilities.	5 to 9 years	Public Works Department	--	Low	\$\$\$	Yes	No
7-7.3	Work with local electric utilities on opportunities to integrate smart grid technologies within Hanover.	5 to 9 years; Continuing	Public Works Department	--	Low	\$\$\$	Yes	No
7-7.4	Explore opportunities in district energy for the downtown, in collaboration with Dartmouth College.	Greater than 10 years	Town Manager	Sustainable Hanover	Low	\$\$\$	Yes	No
7-7.5	Plan for microgrids, which would connect buildings in the downtown together to deliver energy in the event of grid outage.	Greater than 10 years	Planning, Zoning & Codes Department	--	Low	\$\$\$	Yes	No
7-7.6	Encourage the retrofitting of properties within the downtown to reduce stormwater run-off, including through the installation of rooftop gardens and permeable pavements.	5 to 9 years; Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	No
7-7.7	Explore opportunities for rainwater harvesting, where groups of buildings and public spaces would be retrofitted to collect and reuse rainwater.	5 to 9 years	Public Works Department	--	Low	\$\$\$	No	No
7-7.8	Identify opportunities for shared resources among downtown property owners. For example, public and employee parking.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	Potentially

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
7-7.9	Update local codes and ordinances impacting the downtown to lessen the potential for physical damage from climate hazards (e.g., high winds) and enabling longer operating times in instances of disaster (e.g., back-up power).	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	Yes

Table 11-6: Addressing Climate Change

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 8-1: Hanover’s programs, policies, and regulations will move the Town closer to its 2017 Ready for 100 Pledge and mitigate effects of climate change.								
8-1.1	Encourage higher-density mixed-use development in suitable areas and promote infill development using regulatory incentives.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
8-1.2	Incentivize carbon reduction on new development projects, with exceptions (e.g., unconditioned buildings, temporary buildings, buildings meeting net-zero standards).	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Potentially
8-1.3	Update floodplain protections in the Zoning Ordinance to address future flooding potential.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	Yes

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
8-1.4	<p>Promote renewable energy development and green building construction. For example, through:</p> <ul style="list-style-type: none"> • Exploring solar access laws that would protect solar energy developments from unwanted shading. • Offering incentives for using renewable sources of energy, such as solar and geothermal. 	5 to 9 years	Sustainable Hanover	Planning, Zoning & Codes Department	Low	\$\$\$	Yes	Potentially
8-1.5	Encourage developers of new construction to achieve at least a net-zero energy standard.	Greater than 10 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	No
8-1.6	Accelerate progress to 100 percent renewably generated electricity for all electricity users by offering, through entities like Hanover Community Power, options with higher renewable content than available through the utilities.	5 to 9 years	Sustainable Hanover	--	Low	\$	Yes	No
8-1.7	Reduce the cost of installing systems that generated renewable electricity to make it more affordable to go “green.”	5 to 9 years	Sustainable Hanover	--	Low	\$\$	Yes	No
8-1.8	Promote the installation of charging equipment for EVs, including micro-mobility devices, and bicycle infrastructure at all multi-family residential, institutional, and commercial developments.	1 to 4 years; Continuing	Public Works Department	Planning, Zoning & Codes Department	Low	\$\$\$	Yes	Potentially
8-1.9	Ensure that the electric distribution capacity is adequate to handle increased loads given the move away from fossil fuels.	1 to 4 years; Continuing	Public Works Department	--	Low	\$	Yes	No
8-1.10	Complete a formal GHG emissions inventory for Town operations and activities.	1 to 4 years	Public Works Department	--	Low	\$	Yes	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
8-1.11	Prepare a community- wide GHG emissions inventory to understand where emission reductions might be possible.	1 to 4 years	Sustainable Hanover	--	Low	\$	Yes	No
Goal 8-2: Municipal energy consumption will be reduced to the greatest extent practicable.								
8-2.1	Update energy audits at all Town-owned facilities.	5 to 9 years	Town Manager	--	Low	\$\$	Yes	No
8-2.2	Fund a program of deep energy retrofits.	1 to 4 years	Town Manager	--	Low	\$\$\$	Yes	No
8-2.3	Eliminate all fossil fuel-consuming end uses.	Greater than 10 years	Town Manager	--	Low	\$\$\$	Yes	No
8-2.4	Adopt an LED streetlighting standard for all remaining Town streetlights, crosswalk lighting and other independently metered outdoor lighting.	5 to 9 years	Public Works Department	--	Low	\$\$\$	Yes	No
8-2.5	Establish policy that requires all new public building construction and major public building renovations to be net-zero or net-positive.	1 to 4 years	Selectboard	--	Low	\$	Yes	No
8-2.6	Register and certify existing buildings above 5,000 square feet that are Town-owned to LEED or an equivalent green building rating system.	5 to 9 years	Planning, Zoning, & Codes Department	--	Low	\$	Yes	No
8-2.7	Conduct a needs assessment of Town-owned buildings where a Building Energy Management System (BEMS) might be beneficial to monitor, measure, and control energy use.	1 to 4 years	Public Works Department	--	Low	\$	Yes	No
8-2.8	Transition the Town-owned vehicle and equipment fleet to zero emission alternatives on a schedule consistent with lifecycles and market availability.	Greater than 10 years	Town Manager	--	Low	\$\$\$	Yes	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
8-2.9	Establish a policy that requires all Town entities to purchase manual or electric-powered equipment. Where feasible electric alternatives are not available (e.g., heavy equipment), identify opportunities for qualifying alternative fuels/alternative fuel retrofits under the Town’s clean energy targets.	1 to 4 years	Selectboard	--	Low	\$	Yes	No
8-2.10	Train all Town staff to understand and support GHG emissions reduction strategies in the operation of all Town facilities.	1 to 4 years	Town Manager	--	Low	\$	Yes	No
Goal 8-3: Local renewable energy generating capacity will be increased and contribute substantially to Hanover’s clean energy targets.								
8-3.1	Assess renewable energy generation potential for solar photovoltaics, wind energy, and geothermal projects at publicly-owned properties and other appropriate sites within the community.	1 to 4 years	Public Works Department	--	Low	\$	Yes	No
8-3.2	Evaluate connecting new municipal renewable energy developments with microgrid technologies to enhance operational resilience. Encourage such developments within the private sector.	Continuing	Town Manager	--	Low	\$\$\$	Yes	No
8-3-3	Invest in community-scale energy and storage projects through entities such as Hanover Community Power.	Greater than 10 years	Town Manager	--	Low	\$\$\$	Yes	No
Goal 8-4: Community-based greenhouse gas (GHG) emissions reductions will be enabled through partnerships and education.								
8-4.1	Centralize information on weatherization programs on Sustainable Hanover’s website, with regular updates.	1 to 4 years	Sustainable Hanover	--	Low	\$	Yes	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
8-4.2	Support Hanover's largest employers and property owners in their efforts to reduce their dependence on non-renewable energy resources.	1 to 4 years	Sustainable Hanover	--	Low	\$	Yes	No
8-4.3	Advocate for state-level legislation, policies, and incentives that decarbonize the state's power supply and expand access to energy efficiency programs and technologies.	Continuing	Town Manager	--	Low	\$	Yes	No
8-4.4	Educate the public about common concerns and misconceptions regarding solar PV development (e.g., light reflection, property values, etc.).	1 to 4 years	Sustainable Hanover	--	Low	\$	Yes	No
8-4.5	Promote the use of geothermal heating and cooling by providing educational materials to homeowners and businesses.	1 to 4 years	Sustainable Hanover	--	Low	\$	Yes	No
Goal 8-5: Hanover will be more resilient to climate change.								
8-5.1	Invest in public green spaces to protect the community against heat waves and intensified flooding. Prioritize projects in neighborhoods with disproportionately low access to open space resources.	Greater than 10 years	Planning, Zoning & Codes Department	--	Medium	\$\$\$	No	No
8-5.2	Develop a plan to install green infrastructure throughout Hanover's built environment to better absorb additional annual rainfall, minimize potential flooding events, and prepare for extreme heat and high winds.	5 to 9 years	Public Works Department	--	Low	\$\$\$	No	No
8-5.3	Encourage and incentivize new development to implement low-impact development strategies, such as land clearance minimization and reducing impervious surfaces.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	--	Low	\$	No	Potentially
8-5.4	Require property owners to monitor and maintain drainage measures approved in site plans, such as retention facilities, swales, and wetland buffers.	1 to 4 years	Planning, Zoning & Codes Department	--	Medium	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
8-5.5	Continue to protect Hanover’s nature-based systems through conservation easements and restrictions, natural resource management plans (e.g., creating old growth forest ecosystems), and regulations (e.g., zoning for wetlands protection).	Continuing	Conservation Commission	Planning, Zoning & Codes Department	Low	\$	No	No
8-5.6	Develop management objectives and plans for restoring and sustaining the health of the natural environment utilizing the current natural resource assessment and existing forest-management plans for publicly- owned properties.	5 to 9 years	Conservation Commission	--	Low	\$	No	No
8-5.7	Educate the public about re-wilding and forest management plans to preserve biodiversity and create old growth forest ecosystems.	1 to 4 years	Conservation Commission	--	Low	\$	No	No
8-5.8	Conduct climate vulnerability assessments for publicly-owned assets and require that these assessments be performed for new private developments.	1 to 4 years	Public Works Department	Planning, Zoning & Codes Department	Low	\$\$	No	No
8-5.9	Develop enhanced flood response plans among emergency management personnel, public works, and regional/state partners.	1 to 4 years	Town Manager	--	Low	\$	No	No
8-5.10	Ensure resilient stormwater infrastructure for intensifying storms. Assess culverts for geomorphic capacity and aquatic organism passage. Encourage groundwater recharge.	Greater than 10 years	Public Works Department	--	Low	\$\$\$	No	No
8-5.11	Adopt a sustainable landscaping policy.	5 to 9 years	Public Works Department	--	Low	\$	No	No
8-5.12	Develop demonstration sites to model best practices for stormwater management and sustainable landscaping.	1 to 4 years	Public Works Department	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
8-5.13	Prepare the community with information on what to do and where to go during extreme weather events.	1 to 4 years	Police and Fire departments	--	Low	\$	No	No
8-5.14	Annually educate residents to prepare for storm-related power outages.	1 to 4 years; Continuing	Police and Fire departments	--	Low	\$	No	No
8-5.15	Evaluate and expand, as necessary, the existing capacity of emergency shelters for the community.	5 to 9 years	Town Manager	--	Low	\$\$\$	No	No
8-5.16	Identify areas that experience flooding or are otherwise more vulnerable to climate change impacts. Prioritize funding for these areas to enhance their social, infrastructural, and environmental resilience.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
8-5.17	Improve floodplain connectivity to further enhance the health of the floodplain and the ecosystem services that they provide.	Greater than 10 years	Conservation Commission	--	Low	\$\$\$	No	No
8-5.18	Plan for an increase in climate migrants wishing to relocate to Hanover.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	No	No

Table 11-7: Improving Health and Well-Being For All

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 9-1: Health and well-being will be integrated into municipal decision-making, with a focus on providing for the equitable distribution of services.								
9-1.1	In Town department, board, and committee decision-making, consider health, diversity, equity, and inclusion impacts.	Continuing	All	--	Low	\$	No	No
9-1.2	Promote diversity, equity, and inclusion in the Town's provision of services.	Continuing	All	--	Low	\$	No	No
9-1.3	Implement health-supporting changes to the Town's land use regulations with specific consideration given to multi-family and workforce housing, the geographic distribution of land uses, and mixed-use development.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	Yes	Yes
9-1.4	Adopt policies to improve health and wellness of Town employees.	1 to 4 years	Selectboard	--	Low	\$	No	No
9-1.5	Conduct a Health, Well-Being, Diversity, Equity, and Inclusion Survey to inform municipal decision-making.	1 to 4 years	Town Manager	--	Low	\$	No	No
9-1.6	Ensure that diverse perspectives, including those belonging to people of color and younger persons, are involved in decision-making.	Continuing	All	--	Low	\$	No	No
Goal 9-2: Physical activity and other beneficial health behaviors will be prioritized.								
9-2.1	Guided by the current <i>Walk Bike Plan</i> , improve walkability and active transportation options.	Greater than 10 years	Bike Walk Committee	--	Medium	\$\$\$	Yes	No
9-2.2	Consistent with the Americans with Disabilities Act of 1990 (ADA), address the shortage of accessible public restrooms; continue to implement ADA compliant streetscape and sidewalks; and modify municipally- owned outdoor gathering spaces and furnishings to be ADA- accommodating.	5 to 9 years	Public Works Department	--	Low	\$\$\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
9-2.3	Support ADA compliance and improvements to privately-owned commercial and retail properties.	5 to 9 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
9-2.4	Connect existing non-governmental organizations with people who face food insecurity.	1 to 4 years	Welfare Coordinator	--	Low	\$	No	No
9-2.5	Explore the implementation of free universal school breakfasts and lunches with focus on healthy foods.	5 to 9 years	SAU 70	--	Low	\$\$\$	No	No
9-2.6	Improve access to healthy foods by supporting the distribution of fresh produce at local food shelves.	1 to 4 years	Welfare Coordinator	--	Low	\$	No	No
9-2.7	Expand the presence of farm stands throughout the community and make sure people know where they can buy locally produced food.	1 to 4 years	Planning, Zoning & Codes Department	Sustainable Hanover	Low	\$	No	No
9-2.8	Expand the local community garden program.	5 to 9 years	Community Gardens Committee	--	Low	\$\$	No	No
9-2.9	Promote regionally grown food by encouraging residents to participate in community supported agriculture (CSA) programs.	1 to 4 years; Continuing	Sustainable Hanover	--	Low	\$	No	No
9-2.10	Increase intergenerational opportunities for health care, social gathering, and education.	1 to 4 years; Continuing	Elder Advocate	Parks & Recreation Department	Low	\$	No	No
Goal 9-3: Partnerships will provide better outcomes with regard to determinants of community health, well-being, equity, diversity, and inclusion.								
9-3.1	Work with Dartmouth Health to help realize their community goals within Hanover, including food, shelter, and health care.	Continuing	Welfare Coordinator	--	Medium	\$	Yes	Potentially
9-3.2	Create programs to strengthen food security, such as working with the Dartmouth Organic Farm.	5 to 9 years	Sustainable Hanover	--	Low	\$\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
9-3.3	Facilitate public access to local recreation facilities not owned by the Town.	5 to 9 years	Parks & Recreation Department	--	Low	\$	No	No
9-3.4	Work with SAU 70 to enable greater and more convenient use of community-owned spaces and athletic fields for both organized and informal recreational purposes.	1 to 4 years	Parks & Recreation Department	--	Low	\$	No	No
9-3.5	Work with all large institutions in transitioning away from fossil fuels to reduce localized stationary source air pollutants.	Greater than 10 years	Sustainable Hanover	--	Medium	\$	Yes	No
9-3.6	Support regional non-governmental organizations that provide necessities to underserved populations.	Continuing	Town Manager	--	Low	\$	No	No
9-3.7	Provide information about the health risks of radon, monitoring its presence and remediation.	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
Goal 9-4: Town-owned recreational facilities and Town-run programs will be enhanced.								
9-4.1	Create new recreation opportunities in places where residents have more than a 5- to 10-minute walk to a public open space or trail.	Greater than 10 years	Parks & Recreation Department	Conservation Commission	Medium	\$\$\$	Yes	No
9-4.2	Enhance trail access and connectivity.	5 to 9 years	Conservation Commission	--	Low	\$\$\$	No	No
9-4.3	With both hard copy and digital materials, provide more information to residents regarding the availability of recreational facilities, including parks, trails, and drop-in activities.	1 to 4 years	Parks & Recreation Department	Conservation Commission	Low	\$	No	No
9-4.4	Ensure that the community's diversity is reflected in its recreational offerings.	1 to 4 years; Continuing	Parks & Recreation Department	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
9-4.5	Redesign the Hanover Parks and Recreation’s programming for residents, but especially school-aged children and their after-school options.	5 to 9 years	Parks & Recreation Department	--	High	\$\$\$	No	No
9-4.6	Collaborate with non-profits that have stepped up to provide recreation facilities and programs and recognize that many families cannot afford to participate.	Continuing	Parks & Recreation Department	--	Low	\$	No	No
9-4.7	Assure that community-owned facilities are available for use during as many hours as there is demand for their use.	5 to 9 years	Parks & Recreation Department	--	High	\$	No	No
9-4.8	Provide after-school transportation so that all students can participate in after-school sports and programs.	5 to 9 years	Parks & Recreation Department	--	High	\$\$	No	No
9-4.9	Develop a comprehensive recreational facility plan that assesses accessibility and safety (e.g., sidewalk presence/maintenance, crosswalks, lighting, provision of shaded spaces, etc.).	5 to 9 years	Parks & Recreation Department	--	Medium	\$\$	No	No
9-4.10	In collaboration with Dartmouth College, increase public access to the Connecticut River for swimming and car top boats.	1 to 4 years	Town Manager	Parks & Recreation Department	Low	\$\$	No	No

Table 11-8: Being Accountable and Collaborative

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
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Goal 10-1: The diversity of individuals contributing to Town decision-making and operations will be expanded.

#	Strategy	Timeframe	Lead Town Entity	Other Supporting Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
10-1.1	Increase diversity amongst the Town’s officials, employees, and volunteers by setting diversity targets, followed by practical initiatives that include outreach to prospective candidates, enhancing hiring or volunteer pools, and encouraging sponsorship or mentorship opportunities.	1 to 4 years; Continuing	Selectboard	Human Resources Department	Low	\$	No	No
10-1.2	Support inclusion within the Town’s labor force by mandating unconscious-bias training, providing on-going related reminders and tips and celebrating diversity through visible actions.	1 to 4 years; Continuing	Human Resources Department	--	Low	\$	No	No
10-1.3	Explore opportunities to increase participation at the in-person Town Meeting by eliminating or reducing barriers to attendance, such as by providing or coordinating childcare and transportation. Employ a virtual option if it becomes allowable by RSA Chapter 91-A.	1 to 4 years	Selectboard	--	Low	\$\$	No	No
10-1.4	To increase youth participation in local government, establish student positions that will serve to provide the Town with the student perspective on current issues and opportunities, as well as encourage broader participation by students on the Town’s boards and commissions.	1 to 4 years	Town Manager	Selectboard	Low	\$	No	No
10-1.5	Establish a living database of community organizations and influencers that represent traditionally underrepresented population groups (e.g., low-income, communities of color, students, etc.), which can be shared with the Town’s board and commissions as a resource for ongoing outreach.	1 to 4 years	Human Resources Department	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
10-1.6	Develop an inclusive meeting guide and share it with the Town’s board and commissions to increase participation by and to better accommodate diverse voices. Harvard University’s Office for Equity, Diversity, Inclusion, and Belonging offers an example that can be found here: https://edib.harvard.edu/files/dib/files/inclusive_meeting_guide_final_1.pdf?m=1617641674 .	1 to 4 years	Planning, Zoning & Codes Department	--	Low	\$	No	No
10-1.7	Adopt procurement practices that encourage qualified diverse business enterprises to become part of the Town’s supply chain and prioritize local business enterprises.	5 to 9 years	Administrative Services Department	Town Manager	Low	\$	No	No
Goal 10-2: The Town’s focus on promoting excellence in governance standards and practices will be continued.								
10-2.1	Develop, mandate, and track participation of ongoing employment policy trainings to reinforce the Town’s ethics policies. Extend the required ethics trainings to board members.	1 to 4 years; Continuing	Human Resources Department	--	Low	\$	No	No
10-2.2	Continue to respond to public requests via multiple means (e.g., in person, computer, phone, paper).	Continuing	All	--	Low	\$	No	No
10-2.3	To reinforce public transparency, continue to make data generated and used by the Town accessible to the general public.	5 to 9 years	Town Manager	--	Low	\$\$	No	No
10-2.4	Explore establishing a Communications Manager, who would be responsible for the routine, non-emergency external messaging of all Town departments, boards, and commissions across mediums.	1 to 4 years	Town Manager	--	High	\$\$	No	No
10-2.5	Develop a strategic planning framework to guide municipal operations. This framework should include a mission, vision, core values, and critical success factors.	1 to 4 years	Town Manager	--	Low	\$	No	No

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
Goal 10-3: Municipal departments will be supported in providing outstanding public services.								
10-3.1	Administer a regularly scheduled public survey to measure the public's satisfaction with the Town's facilities and services. Ensure that these surveys capture the public's evolving needs.	1 to 4 years; Continuing	Town Manager	--	Low	\$	No	No
10-3.2	Explore the procurement of an asset management platform that will enable the Town to better understand the assets it has, along with their location, age, and condition. Integrate this asset management platform with the Town's Capital Improvement Plan (CIP).	5 to 9 years	Public Works Department	--	Low	\$\$	No	No
10-3.3	Pursue state and federal grants in a coordinated and centralized manner, such as through the assignment of a dedicated Grants Coordinator to fund projects.	1 to 4 years; Continuing	Town Manager	--	High	\$\$	No	No
10-3.4	Pursue public-private partnerships and/or partnerships with adjoining municipalities to offset the cost of large infrastructure projects.	5 to 9 years; Continuing	Town Manager	Public Works Department	Low	\$	No	No
10-3.5	Replace the aging components of the Town's water distribution system.	Greater than 10 years	Public Works Department	--	Low	\$\$\$	No	No
10-3.6	Determine the feasibility of instituting stormwater impact fees based on the impervious areas on a property to be used as a funding source for the Town's stormwater program.	5 to 9 years	Public Works Department	--	High	\$\$	No	No
10-3.7	Explore the modernization of the Town's main fire station. Ensure net-zero building practices are incorporated into any facility renovation or new construction.	5 to 9 years	Town Manager	Fire Department	Low	\$\$\$	Yes	No

#	Strategy	Timeframe	Lead Town Entity	Other Support-ing Entity	Ongoing Staff Time	Order of Magnitude Cost	Supports the Green Energy Pledge	Change in Zoning
10-3.8	Continue to assess the need to expand the police station or otherwise provide additional facility space to accommodate growth in staff and assets aligned with projected service needs.	5 to 9 years	Town Manager	Police Department	Low	\$\$\$	Potentially	No
Goal 10-4: The Town will continue to collaborate with local and regional entities including Dartmouth College and Dartmouth Hitchcock Medical Center to achieve mutually beneficial outcomes.								
10-4.1	Encourage the Town Manager, Selectboard and the highest levels of Dartmouth College administration to include strengthening the Town and Gown relationship as a top priority on their annual agendas/goals.	1 to 4 years	Selectboard	Town Manager	Low	\$	No	No
10-4.2	Continue to work with Dartmouth College on the issues and opportunities facing each entity and workable solutions.	Continuing	Town Manager	Public Works Department	Low	\$	No	No
10-4.3	Continue to work with Dartmouth College to plan together for needed public improvements and to troubleshoot activities that could adversely impact the community.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	Town Manager	Low	\$	No	No
10-4.4	Actively participate in regional organizations to work on current issues, plan for future needs, and explore areas for future collaboration. Ensure data sharing is an included component.	1 to 4 years; Continuing	Planning, Zoning & Codes Department	Town Manager	Low	\$	No	No
10-4.5	Regularly document the Town’s successes and failures, along with lessons learned, for the benefit of residents and other municipalities.	1 to 4 years; Continuing	Town Manager	--	Low	\$	No	No