

Chapter II GOALS AND OBJECTIVES

2004 MASTER PLAN GOALS

The definition of a “goal”, for Master Planning purposes, is the general target to be reached through completing a series of tasks. These tasks are called “objectives” which are designed to meet the goal. Specific “recommendations” are made which accomplish the objective. Historically, the terms are used interchangeably and this Chapter attempts to synthesize the old material, where applicable, into an appropriate designation for ease of understanding and comparison.

The goals of a Master Plan not only direct the focus of the actual Master Plan preparation, they are also the basis for regulation changes, for capital improvements program funding, and for future planning priorities. In order to move forward with new recommendations for the Town, it is necessary to examine the past efforts and outcomes of previous Master Plan and community endeavors.

From looking at the past, we can help gauge our present and guide ourselves into the future. The answers to the 2003 Community Survey gave the Planning Board/Steering Committee more insight into what the priorities and concerns of the public are. From there, from the previous findings, and from knowledge gained by collecting new statistical data about the Town, a set of 2004 Master Plan Goals are being recommended as the culmination of this Plan in Figure II-1. In order to meet these goals, the Recommendations in the **IMPLEMENTATION CHAPTER** should be implemented.

Figure II-1
2004 Master Plan Goals

History Goal

1. Guide future Town development by identifying historic sites and resources to retain the visual quality and character of the landscape of Pembroke.

Economic Development Goal

2. Attract new businesses into Pembroke and work with existing businesses to expand the non-residential taxable property valuation.

Housing Goal

3. Maintain and increase the diversity of housing types and settings in Town.

Natural Resources Goals

4. Identify and protect land parcels for future conservation-related acquisitions or easements and identify and mitigate both point and non-point pollution sources and other threats to the Town's water resources.
5. Identify and classify wetland areas and wildlife habitat throughout the Town to understand which environments are most valuable and/or at risk.

Community and Recreational Facilities with Utilities Goal

6. Maintain a high level of quality service and continue to update services.

Schools Goal

7. Deliver the highest quality education for Pembroke students while continually monitoring the need to modify the curriculum, staffing, and facilities based upon student population and budgetary considerations.

Transportation Goal

8. Provide a highway and streets system that allows for the safe and efficient movement of people and goods throughout Pembroke and address development concerns on Class VI roads.

Existing and Future Land Use Goal

9. Use the *Existing Land Use*, *Natural Resources*, *Development Constraints* and *Transportation* maps and other informational materials to examine the existing pattern of undeveloped land throughout the town in order to identify those areas of town which should be preserved for agricultural, timber and rural lands conservation uses and to also identify those areas of town in which limited or no development would be promoted in order to balance out pro-growth related residential and commercial land use objectives.

Regional Concerns Goal

10. Take proactive action on regional issues which affect Pembroke, including partnering with neighboring communities and becoming involved with State and regional groups.

2004 MASTER PLAN CHAPTER-SPECIFIC OBJECTIVES

Each Chapter of this Master Plan lists a series of Recommendations in order to meet the following Objectives set forth in the beginning of each Chapter. For reference only, the Objectives are listed with an a,b,c, sequence; therefore, no specific order should be implied.

Chapter III – Historic and Cultural Resources

- a) To appropriately guide future Town development by identifying historic sites and resources that are integral to the community and character of Pembroke.
- b) To develop measures for retaining the visual quality and character of the landscape of Pembroke.
- c) To raise the awareness of the historic resources of the community.

Chapter IV - Demographics

- a) To analyze growth trends (total growth, population, housing density) and its relationship to the trends of the surrounding area.
- b) To analyze changing socioeconomic characteristics such as family size, age, income, education, and profession.
- c) To change the perception of Pembroke as a “bedroom community” to create a positive commercial image and increase the tax base.

Chapter V – Economic Development

- a) To bring more businesses, and the jobs they create, to Pembroke.
- b) To assist existing businesses in Pembroke with their growth.
- c) To expand the non-residential taxable property valuation of the Town of Pembroke such that the town can sustain quality municipal and educational services at a reasonable tax rate.
- d) To explore potential changes to the zoning and building code to allow more opportunities for business development.
- e) To focus business growth along Route 106, Route 3, and in Suncook Village.

Chapter VI - Housing

- a) To maintain and increase the diversity of housing types and settings in Town.
- b) To encourage affordable senior housing to locate to Pembroke.

Chapter VII – Natural Resources

- a) To preserve a variety of natural areas within the Town.
- b) To identify land parcels for future conservation-related acquisitions or easements.
- c) To identify and protect surface (ponds, rivers, streams) and subsurface (aquifers) water resources.
- d) To identify and mitigate both point and non-point pollution sources and other threats to the Town's water resources.
- e) To identify and classify wetland areas by their ecological significance so that they may be generally protected and so that the most important, or prime, wetlands and their riparian buffer areas may be targeted for heightened conservation.
- f) To develop alliances and provide educational opportunities which protect the town's natural resources and promote a heightened awareness of their important values.
- g) To provide long-term protection to the town's core rural areas by identifying and safeguarding the town's prime forestlands and agricultural areas.
- h) To identify and analyze wildlife habitat throughout the town to understand which environments are most valuable and/or at-risk, and establish a preservation/conservation program for those habitat areas deemed most in need of protection.
- i) To identify existing and former sand and gravel excavation sites as well as all areas in town containing stratified drift earth materials with the aim of defining a smaller, more appropriately sized, earth excavation zone than currently exists.

Chapter VIII - Community and Recreational Facilities with Utilities

- a) To inventory the present condition of the Town's community facilities, equipment, and services.
- b) To maintain a high level of quality service and continue to update services.
- c) To ensure that community services continue to meet the needs of the community into the future.

Chapter IX – Schools

- a) To deliver the highest quality education for Pembroke Village School students while continually monitoring the need to modify the curriculum, staffing, and facilities based upon student population and budgetary considerations.
- b) To deliver the highest quality education for Pembroke Hill School students while continually monitoring the need to modify the curriculum, staffing, and facilities based upon student population and budgetary considerations.
- c) To deliver the highest quality education for Three Rivers School students while continually monitoring the need to modify the curriculum, staffing, and facilities based upon student population and budgetary considerations.
- d) To deliver the highest quality education for Pembroke Academy students while continually monitoring the need to modify the curriculum, staffing, and facilities based upon student population and budgetary considerations.

Chapter X - Transportation

- a) To provide a highway and streets system that allows for the safe and efficient movement of people and goods throughout Pembroke.
- b) To protect the village and historic character along Pembroke's local and major roads while maintaining their viability as travel corridors.
- c) To address safety and development concerns on Class VI roads on a priority basis.
- d) To evaluate the transportation impact of any proposed development that requires subdivision or site plan review and recommend action in a timely manner.
- e) To sustain and enhance the opportunities for safe pedestrian activities throughout Pembroke.

Chapter XI - Existing and Future Land Use

- a) To thoroughly review Pembroke's historic and existing land use patterns and present a land use oriented vision of Pembroke's future in order to provide guidance for Pembroke's Boards.
- b) To use the *Existing Land Use*, *Development Constraints* and *Transportation* maps and other informational materials to examine the existing patterns of residential development throughout the town in order to identify those areas which are most suitable for future residential use.
- c) To use the *Existing Land Use*, *Development Constraints* and *Transportation* maps and other informational materials to examine the existing patterns of business and commercial development throughout the town in order to identify those areas which are most suitable for future commercial use.
- d) To use the *Existing Land Use*, *Natural Resources*, *Development Constraints* and *Transportation* maps and other informational materials to examine the existing pattern of undeveloped land throughout the town in order to identify those areas of town which should be preserved for agricultural, timber and rural lands conservation uses and to also identify those areas of town in which limited or no development would be promoted in order to balance out pro-growth related residential and commercial land use objectives.

Chapter XII – Regional Concerns

- a) To partner with neighboring communities and local groups to enable Pembroke to improve the quality of life for its residents and be better able to respond to issues which affect the Town.
- b) To become involved with state or regional groups, organizations, and agencies to form relationships and to take advantage of free or low cost services and information.
- c) To take proactive action on regional issues which affect Pembroke.

Objectives without specific Recommendations on how to accomplish them do not offer a means for achievement. At the beginning of each of the Chapters, a comprehensive list of Recommendations for each Objective is given. These Recommendations are the product of the data that was collected and its interpretation by the Subcommittee of each Chapter.

PRIOR COMMUNITY GOALS: THE ADOPTED 1993 MASTER PLAN**1993 Master Plan**

The previous Master Plan was produced by the Pembroke Planning Board in 1993. A 1991 citizen survey offered public insight to many of the planning issues at hand. The Master Plan included Chapters on Resources, Population and Housing, Economic Factors, Town Services and Facilities, Transportation, and Schools. An historical summary was also written. The appendix included Natural Resources, Earth Excavation Registration Letters, Town Owned Properties, and three maps: Community Facilities, Development Constraints, and Proposed Land Use Plan.

The specific objectives and recommendations in the 1993 Master Plan were based upon the following goals:

Figure II-2
1993 Master Plan Goals

- To continue to maintain the rural character of Pembroke.
- To attract clean commercial and light industrial activities in those areas of town appropriate for their development.
- While recognizing that it must accept its fair share of the region's growth, Pembroke seeks to oversee its future residential growth so that necessary services and facilities can be provided efficiently and economically.
- To encourage a lower density of development in those areas removed from town services.
- To continue to reserve and protect those areas of town that are inappropriate for, or incapable of, sustaining development.
- Encourage reserving lands in remote areas for passive recreation today but allow for the flexibility of more active uses as growth and need occur.

The 1993 goals broadly represent similar themes that the 2004 goals today, 11 years later, exhibit. The 2004 goals target more specific areas in town planning and echo the findings of the individual Master Plan Chapters.

SUMMARY

Measures to implement the Recommendations should be taken as an immediate first step after the completion and adoption of this Master Plan by the Planning Board. Modifications to regulations and the zoning ordinance are proposed within the document. While the Planning Board can amend its subdivision and site plan review regulations with duly noticed public hearings, zoning ordinance changes can occur only through a vote at Town Meeting. Cooperation and delegation are essential for the new Master Plan to make a difference to Pembroke. The Board of Selectmen, Planning Board, Zoning Board of Adjustment, and Town Departments, Committees, and staff all need to play a role in ensuring the success of this Master Plan and its Recommendations through their weekly or monthly activities.