

Chapter I INTRODUCTION AND COMMUNITY VISION

PURPOSE OF A MASTER PLAN

The purpose of a municipal Master Plan, as stated in the New Hampshire Revised Statutes Annotated (RSA) 674:2, is to describe the “Planning Board’s recommendations for the desirable development” of the Town. The information compiled for the Master Plan should include sections on a general statement of the intentions of the Master Plan, land use, housing, transportation, utilities, community facilities, recreation, conservation and preservation, and construction materials. The public is invited by the Planning Board to participate in the process. A Master Plan is typically updated every five to seven years. The Town’s Master Plan is the basis upon which the Zoning Ordinance, Site Plan Review Regulations, and Subdivision Regulations are written and revised.

PEMBROKE’S MASTER PLAN HISTORY

A Master Plan should be a guide to what citizens want their Town to be like in the future as well as be a guide for the townspeople and Town Officials to determine which measures should be taken to accomplish goals outlined within these Chapters. Development of land and the Town’s population will both expand over the coming years in order to meet increasing demands. To protect at the same time the character of a small, rural town as preferred by the majority of townspeople requires the ability to plan and regulate these demands before such uncontrolled changes have occurred.

Pembroke has an extensive Master Plan history spanning 40 years. As Pembroke has grown, many of the same issues have been revisited with each edition.

1963 Master Plan Report

The 1963 Master Plan, prepared by Economic Development Associates Inc through a grant from the US Urban Planning Assistance Program in cooperation with the US Housing and Home Finance Agency, the NH Department of Resources and Economic Development, and the Pembroke Planning Board. It contained Chapters on Population, Existing Land Use, Circulation (transportation), Community Facilities, Water System, Sewerage, and Future Land Use. More of a report on the conditions in Pembroke than a plan for its future, although there were no goals stated, a few recommendations were interspersed within the document.

1981 Master Plan

Because of the 20-year timespan between the 1963 version and the 1981 Master Plan, this new Plan was a complete rewrite. It was developed by the Planning Board with assistance from the Central NH Regional Planning Commission. The Chapters were: Population and Housing, Economic Conditions, Land Use, Town Services and Facilities, and Natural Limitations. Goals and objectives were stated, as well as narrative recommendations for improvement. Four maps, Existing Town Services and Facilities, Natural Limitations, Existing Land Use, and Generalized Future Land Use Plan 2000 were included.

1987 Master Plan

The 1987 Master Plan contained Chapters on Resources (Land Characteristics and Population & Housing), Economic Conditions, and Town Services and Facilities. Goals, objectives, and recommendations were stated. The maps of the Plan were Existing Services and Facilities, Zoning Districts, and Generalized Future Land Use Plan 2010.

1993 Master Plan

In 1993, the Planning Board adopted a revised and enhanced Master Plan from the 1987 version. The Plan utilized input from a 1991 Community Survey mailed to each household in Town. Of 2,541 surveys mailed, 466 were returned (20% response rate). The results were used, in conjunction with the Chapter findings, to update the 1987 general goals of the Town and to develop broad policy statements on the rate, type, and manner of Pembroke's future growth and development. The 1993 Chapters were Resources (Land Characteristics and Land Use), Population and Housing, Economic Factors, Town Services and Facilities, Transportation, and Schools. Maps of Community Facilities, Development Constraints, and Proposed Land Use Plan were developed.

2004 MASTER PLAN

The Town of Pembroke contacted with the Central NH Regional Planning Commission in December 2002 to completely redevelop the Town's Master Plan in several different phases. A Community Survey was undertaken in March 2003 to ascertain the opinions of property owners in town and out-of-town landowners. Next, subcommittees for the Housing, Demographics, and Community and Recreational Facilities with Utilities Chapters began to meet and completed their respective Chapters which were adopted in January 2004. The Existing and Future Land Use Subcommittee drafted their Chapter concurrently. The Transportation, Historic and Cultural Resources, Natural Resources, and Economic Development Subcommittees met and completed their Chapters, which were adopted in June and July 2004. The Schools Chapter was developed independently with input from the School District.

The remaining Chapters, Introduction and Community Vision, Goals and Objectives, Regional Concerns, Implementation, and Appendix were developed with input from the Planning Board/Steering Committee for adoption in October 2004.

March 2003 Community Survey

The Survey was developed by the Steering Committee/Planning Board with the Central NH Regional Planning Commission in order to obtain the opinions of Pembroke residents and landowners. The questions were carefully and objectively phrased to obtain answers which would impart useful information in developing the Master Plan.

The Pembroke M&Ms (Moving & Motivated) seniors group provided volunteer support for packaging and sorting the community surveys. The surveys were mailed first class to the Pembroke property listing, both in-town and out-of-town. A postage free business reply envelope was provided for ease of reply. The survey was electronically placed on the Pembroke Master Plan website so respondents had the opportunity to reply instantaneously. The added benefit to the Town of online response was the lack of the cost of return postage.

A total of 2,956 surveys were distributed, with 780 replies, representing a 26.4% response rate. The March 2003 Community Survey, all calculated results, and extensive citizen comments are found in the **APPENDIX CHAPTER**. Following are answers to a few general questions posed to respondents:

Table I-1
Are you a...

Are you a:	Number	Percent
Legal Resident of the Town of Pembroke	722	95.9%
Legal resident of another NH City/Town	16	2.1%
Legal resident of another State	6	0.8%
Business	9	1.2%
Total	753	100.0%

For the above residency question in Table I-1, nearly 96% of people responding to the survey replied as legal residents. Business respondents represented 1.2% of replies.

Table I-2
Question 1:

What general area do you consider yourself a resident of?

Area	Number	Percent
Pembroke Street Area	264	35.8%
Pembroke Village Area	154	20.9%
Buck Street Area	124	16.8%
Upland Area	195	26.5%
Total	737	100.0%

In Table I-2, the location where people who responded to the survey lived was highest in the Pembroke Street Area (35.8%), while the lowest number of respondents live in the Buck Street Area (16.8%). A map of the locations is available in the **APPENDIX CHAPTER**.

Table I-3
Question 2:

How long have you lived in Pembroke?

Time Span	Number	Percent
Less than 1 year	41	5.6%
1-5 years	98	13.3%
6-10 years	103	14.0%
11-20 years	147	19.9%
21-30 years	158	21.4%
over 30 years	191	25.9%
Total	738	100.0%

In Table I-3, of those who answered the survey, 67% have lived in Pembroke at least 11 years. Nearly 19% of those replying have lived in Town for less than five years.

Master Plan Development Process

This Master Plan fulfills two purposes. The first purpose is to paint a broad picture of what Pembroke is, what it has to offer, what it looks like, and who the people are who live here. This perspective, this "inventory" of the Town, allows townspeople to then create the second purpose, a series of goals, objectives, and recommendations for the Town to accomplish. These recommendations have been based on the data collected, including from the Community Survey and on statistical data. The goals and objectives for Pembroke are discussed in **GOALS AND OBJECTIVES CHAPTER**. The recommendations, or action items, are listed at the beginning of each Chapter.

The Planning Board formed the basis for the Steering Committee to guide the development of the 2004 Master Plan, beginning with the Community Survey development in December 2002. A website was developed at www.pembrokemasterplan.net to chronicle the meetings, events, announcements, and written materials produced for the Master Plan. The Planning Board/Steering Committee met on a monthly basis at the regularly scheduled Planning Board Work Session on the second Tuesday of the month to break out into Subcommittees or to discuss broad Master Plan issues, to review Chapters, and to hold public hearings on the Chapters.

The public was invited to attend all of the duly noticed meetings. Those people from the Community Survey who had expressed an interest in volunteering were contacted to join the Steering Committee and Subcommittees. Individuals in Pembroke who were known to hold specific knowledge about or interest in the content of particular Chapters were invited to join the respective Subcommittees. Representatives from other Boards or Commissions and Town staff were invited to, and did, participate in the Chapter development process. With assistance from the Central NH Regional Planning Commission, the Chapters were developed and written between May 2003 and September 2004. They are illustrated in Figure I-1.

Figure I-1
Chapters of the 2004 Master Plan

I	Introduction and Community Vision
II	Goals and Objectives
III	Historic and Cultural Resources
IV	Demographics
V	Economic Development
VI	Housing
VII	Natural Resources
VIII	Community and Recreational Facilities with Utilities
IX	Schools
X	Transportation
XI	Existing and Future Land Use
XII	Regional Concerns
XIII	Implementation
XIV	Appendix

In addition to the narrative analysis undertaken, graphical depiction of many of the features inventoried was essential. A series of 27 maps was generated to assist with future planning and to illustrate many of sites discussed within the Chapters.

All of these maps, listed in Figure I-2 below, have been reproduced on color 11x17 pages and have been included with the appropriate Chapters within this document. In addition, the 27 maps have been produced as full-sized 24x36 color display maps that are available for public viewing at the Town Hall.

For the preparation of the maps for this Plan, the primary source of data was from the NH GRANIT (Geographically Referenced Analysis Information and Transfer) system, which was then modified by CNHRPC. Other data layers or information were obtained from the NH Department of Environmental Services, the NH Department of Transportation, Society for the Protection of NH Forests, from Cartographic Associates, Inc (tax maps) or digitized by the CNHRPC into maps.

Figure I-2
Maps of the 2004 Master Plan

Introduction and Community Vision Chapter

- Base Map

Historic and Cultural Resources Chapter

- Historical Features Map
- Suncook Village Historical Features Map

Demographics Chapter

- 2000 Population (Census Block) Map

Economic Development Chapter

- Business Locations Map
- Business Locations, Inset 1 – Route 106 Corridor Map
- Business Locations, Inset 2 – Route 3 Corridor Map
- Business Locations, Inset 3 – Suncook Village Map

Housing Chapter

- Residential Building Permits Issued 1998-2003 Map

Natural Resources Chapter

- Geological Resources Map
- Potential Threats to Water Resources Map
- Water Resources Map
- Topography and Wetlands Map
- Conservation and Public Lands Map
- Agricultural Soils Map
- Forestry Soils Map

Community and Recreational Facilities with Utilities Chapter

- Community Facilities Map
- Recreational Facilities Map
- Utilities Map

Transportation Chapter

- Functional Highway Classification Map
- Accident Locations, Traffic Count Locations, and Bicycle and Pedestrian Infrastructure Map
- Private, Gravel, Class V, and Scenic Roads with Bridges Map

Existing and Future Land Use Chapter

- Existing Land Use Map
- Zoning Map
- Development Constraints Map
- Future Land Use Map

Regional Concerns Chapter

- Regional Context Map

Public Participation

Active participation in the Master Plan process included developing and packaging the Community Survey, attendance at Steering Committee meetings or Subcommittee Meetings, and contributing information for Chapters. Without all of these important volunteers, this Master Plan would not have been possible. Additionally, citizens responding to the Community Survey or attending a meeting to hear about a Master Plan Chapter of their interest are also important to the process and to the overall goals of public information and education and should be heartily thanked.

The Pembroke Master Plan Website, www.pembrokemasterplan.net, was updated approximately monthly with new meeting dates, summaries, announcements, and draft documents so the public could be kept informed of Master Plan happenings. The website address was prominently displayed on the Community Survey and all public materials relating to the Master Plan.

The Planning Board regularly and duly posted notices of each Work Session meeting, Subcommittee Meeting, and Public Hearing.