

Chapter XIII IMPLEMENTATION

PURPOSE OF AN IMPLEMENTATION CHAPTER

In the 2002 New Hampshire legislative session, the statutes relative to Master Plans, 674:2-3, were rewritten to reflect the need for closer coordination among municipal Master Plan elements and for coordination of local, regional, and state projects and processes. Two sections of a Master Plan are now required, a community vision section and a land use section, in order to adopt a Zoning Ordinance. Several new sections are suggested that were not in the old legislation, such as natural hazards, a neighborhood plan, implementation, and regional concerns. Pembroke's 2004 Master Plan contains both of the mandatory sections: the community vision is located within the Introduction, Goals and Objectives, and Appendix Chapters, and the land use section is found within the Existing and Future Land Use Chapter. Pembroke completed a Natural Hazard Mitigation Plan through a separate project, funded through the NH Bureau of Emergency Management, with CNHRPC. Revisions to the Master Plan are recommended every five to ten years. All of these changes result in a more comprehensive planning document. The new law became effective on June 16, 2002.

In terms of the recommended implementation chapter, the Town of Pembroke felt it was imperative to put the new Master Plan into action. According to RSA 674:2, III, the Master Plan may include the following sections:

“..(m) An implementation section, which is a long range action program of specific actions, time frames allocation of responsibility for actions, description of land development regulations to be adopted, and procedures which the municipality may use to monitor and measure the effectiveness of each section of the plan.”

This Chapter will enable the Pembroke Planning Board and Board of Selectmen to oversee the completion of the 173 Recommendations of this Master Plan. Each of these Recommendations was prioritized by the respective Subcommittee that developed it according to project leader, when it should be completed, and approximately how much money it would cost to complete. In addition, a detailed schedule of coordination and completion activities which should take place over the next four years will lay out the structure for the completion of the tasks of this Master Plan. This Chapter is dynamic and should be reviewed and modified after 15 months to measure the progress made on the Recommendations.

PRIORITIZED RECOMMENDATIONS

The Master Plan Steering Committee, representing various Town Boards, ranked each of the Recommendations according to whether it was a high, medium, or low priority, and indicated who would be responsible for leading the implementation. The highest priorities were to be completed within two years of the Master Plan completion, by March 2006. The medium priorities were to be completed by March 2007, and the lowest priorities by March 2008. Approximate costs were associated with each recommendation.

Abbreviations were used to simplify the presentation of results:

H = High Priority, to begin by March 2006

M = Medium Priority, to begin by March 2007

L = Low Priority, to begin by March 2008

\$N = Negligible Cost or Zero Cost

\$ = Less than \$10,000

\$\$ = \$10,000 to \$25,000

\$\$\$ = Over \$25,000

Table XIII-1
Project Leader and Recommendations Summary

	H	M	L	Total
Board of Selectmen	5	2	6	13
Cemetery Commission	0	0	1	1
CIP Commission	1	0	0	1
Code Enforcement Officer	1	0	0	1
Conservation Commission	4	6	5	15
Department of Public Works	1	3	0	10
Economic Development Committee	7	2	2	11
Historical Society	0	1	1	2
Library	0	1	0	1
Pembroke Water Works	0	1	0	1
Planning Board	19	20	6	45
Roads Committee	1	1	1	3
Town Administrator	8	5	4	17
Town Planner	14	4	3	21
Number of Town Recommendations	67	46	30	142
Number of School Recommendations				31
Total Recommendations				173

The following Recommendations are a compiled list of all those found within the Chapters of the Pembroke 2004 Master Plan. The Boards, Commissions, Departments, and Committees are listed in alphabetical order.

The Chapters are abbreviated with the following two-letter designations:

HC = Historic and Cultural Resources

DE = Demographics

ED = Economic Development

HO = Housing

NF = Natural Resources

CF = Community and Recreational Facilities
with Utilities

TR = Transportation

LU = Existing and Future Land Use

RC = Regional Concerns

Table XIII-2
Prioritized Action Plan

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$N	H	Continue to work with the NH Department of Transportation (NH DOT) on roadway improvement projects in Pembroke. [US Route 3]	RC	Board of Selectmen	Department of Public Works, CNHRPC'S Transportation Advisory Committee	1
\$N	H	Make economic development a main responsibility of the new Town Planner position.	ED	Board of Selectmen	Economic Development Committee	2
\$	H	Study the establishment of a Pembroke Heritage Commission.	HC	Board of Selectmen		3
\$	H	Make the business area more sound and attractive to business ventures by revising the addressing and zip codes.	DE	Board of Selectmen	Economic Development Committee, Planning Board	4
\$\$\$	H	Seek to find an alternative to Route 3, possibly by opening up one of the range roads. [US Route 3]	RC	Board of Selectmen	Planning Board, Department of Public Works	5
\$N	M	Continue discussions with the Concord Area Trust for Community Housing (CATCH) and the Community Action Program (CAP) for locating senior housing in Town.	HO	Board of Selectmen	M&Ms	6
\$\$\$	M	Encourage mixed use in the Village area by increasing parking availability and proximity to housing units.	HO	Board of Selectmen	Suncook Revitalization Committee, Meet Me in Suncook	7
\$	L	Identify town-owned land and land for potential acquisition by the Town to locate future community facilities.	CF	Board of Selectmen	Town Administrator	8
\$	L	Hold discussions with Concord and Allenstown to assist with the local support component of any CAT service expansion. [Concord Area Transit]	RC	Board of Selectmen	Roads Committee	9
\$	L	Continue to meet with the CNHRPC and Concord Area Transit for updates to funding opportunities for a bus line. [Concord Area Transit] [Hooksett Residential and Commercial Growth]	RC	Board of Selectmen	Roads Committee	10
\$	L	Research state and federal transportation funding programs available to small communities in the event that the CAT expansion goes forward. [Concord Area Transit]	RC	Board of Selectmen	Roads Committee	11
\$\$	L	Plan for a town-wide survey of historic structures.	HC	Board of Selectmen		12
\$\$\$	L	Purchase land for the potential location of future community facilities.	CF	Board of Selectmen	Town Meeting	13
\$	L	Identify more property for cemetery expansion or cut trees and test for suitability at the existing Evergreen Cemetery site.	CF	Cemetery Commission	Board of Selectmen	14

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$\$\$	H	Replace equipment as scheduled in 2004 Capital Improvements Program (CIP).	CF	CIP Commission		15
\$	H	Carry out and enforce current reclamation regulations.	NR	Code Enforcement Officer	Conservation Commission, Planning Board	16
\$N	H	Develop and implement a classification system to rank parcels for future land acquisition, including steps to acquire lands of importance.	NR	Conservation Commission	Planning Board	17
\$N	H	Join the Friends of the Suncook River to address issues about the River, to promote the river, to lead clean-up days, and to hold River events. [Aquifer Protection] [Watershed Protection]	RC	Conservation Commission		18
\$\$\$	H	Protect land abutting the Soucook, Suncook and Merrimack Rivers from development by: considering outright purchase, encouraging landowners to donate easements, or requiring developers to set aside the land at the plan approval stage. [Aquifer Protection] [Watershed Protection]	RC	Conservation Commission	Town Administrator, Planning Board, Pembroke Water Works	19
\$\$\$	H	Seek easements on, purchase the rights of, or purchase outright agricultural use parcels to protect them from development. [Loss of Farmland and Agriculture]	RC	Conservation Commission	Town Administrator, Planning Board	20
\$N	M	Identify all natural resources/areas in Town, according to their type (i.e. Conservation lands, forest types, recreation areas). Also, identify the issues that could threaten or enhance each area.	NR	Conservation Commission		21
\$	M	Explore the range of existing wetlands to determine whether any wetland areas should designated as “prime wetlands”.	NR	Conservation Commission	Planning Board	22
\$	M	Promote alliances with a variety of public and private groups (i.e. Boy Scouts, ATV user groups, local schools, etc.) to assist the town in carrying out environ-mentally related educational activities.	NR	Conservation Commission		23
\$	M	Establish, maintain and publicize a “clean-up program” to keep roadsides, trails and river banks free from refuse.	NR	Conservation Commission	Nonprofits, Interest Groups, Residents	24
\$	M	Establish criteria and procedures for identifying the town’s most important wildlife habitat areas and habitat-connective corridors and, for study and educational purposes, show these areas on appropriate maps.	NR	Conservation Commission	NH F&G, DRED, Residents	25

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$	M	Develop a mitigation strategy using best management practices to protect those wildlife habitats and connective corridors deemed most “at risk”.	NR	Conservation Commission	NH F&G, DRED, Residents	26
\$N	L	Locate and map existing scenic resources for study and educational purposes.	NR	Conservation Commission		27
\$N	L	Join the Suncook Area Residents Against Power Plant Pollution to keep abreast of the happenings at the Power Plant. [Public Service of New Hampshire Coal-Fired Power Plant in Bow]	RC	Conservation Commission	Town of Allenstown Conservation Commission	28
\$	L	Develop a program to enhance existing scenic areas throughout the town.	NR	Conservation Commission		29
\$\$	L	Develop a water quality monitoring program to test water throughout the Town of Pembroke.	NR	Conservation Commission	Pembroke Water Works	30
\$\$	L	Establish a practical interpretive signage educational program which promotes an understanding of the town’s most noteworthy natural resource sites.	NR	Conservation Commission	Nonprofits, Interest Groups, Residents	31
\$N	H	Identify locations for additional crosswalks where warranted (such as at intersection of Dearborn and Route 3).	TR	Department of Public Works	Police Department	32
\$N	H	Monitor air quality reports from the NH Department of Health and Human Services for the Public Service of NH Power Plant in Bow. [Public Service of New Hampshire Coal-Fired Power Plant in Bow]	RC	Department of Public Works	Conservation Commission, Town Planner	33
\$	H	Evaluate sites for the location of a transfer station.	CF	Department of Public Works	Town Administrator	34
\$	H	Continue to provide the town with “Hazardous Waste Disposal” opportunities.	NR	Department of Public Works	NH DES	35
\$\$\$	H	Continue to provide timely road maintenance.	CF	Department of Public Works	Town Administrator	36
\$\$\$	H	Implement steps to provide safer access to main arteries.	TR	Department of Public Works	Roads Committee	37
\$	M	Research regulations and policies of other Towns to determine their approach to protecting character along roadways.	TR	Department of Public Works	Town Planner	38

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$\$\$	M	Expand recycling at the transfer station.	CF	Department of Public Works	Town Administrator	39
\$\$\$	M	Regulate and maintain safe sight distance at road intersections.	TR	Department of Public Works	Roads Committee	40
\$N	H	Identify a town staff person, who with help from the Economic Development Committee, will reach out to and advocate for local businesses on a regular basis.	ED	Economic Development Committee	Town Planner	41
\$N	H	Educate the Selectmen and Town staff about the impact of regulations on business.	ED	Economic Development Committee	Town Planner	42
\$N	H	Address business concerns by increasing communication between boards and committees by sharing agendas, notifying each other of issues, and attending meetings of other groups.	ED	Economic Development Committee	Town Planner, Board of Selectmen, Planning Board, Zoning Board	43
\$N	H	Promote office uses in the Village area because this provides a market for existing establishments.	ED	Economic Development Committee	Town Planner	44
\$N	H	Stay apprised of the I-93 Bow-Concord Study when working to bring new business and infrastructure to Route 106. [NH Route 106]	RC	Economic Development Committee	Town Administrator	45
\$N	H (ongoing)	Establish a relationship with the Allentown/Pembroke Old Home Day Committee and Meet Me in Suncook group to develop ideas for revitalizing Suncook. [Downtown Suncook]	RC	Economic Development Committee		46
\$	H (ongoing)	Build an image for Pembroke that expresses that Pembroke is pro-business.	ED	Economic Development Committee	Town Planner, Town Boards	47
\$	M	Conduct a proactive analysis of what regulations can be eased rather than waiting for a situation to occur.	ED	Economic Development Committee	Town Planner, Board of Selectmen, Planning Board, Zoning Board	48
\$	M	Work with the large abutting towns of Concord, Bow, Hooksett to better connect future commercial areas and plan for high density areas among the four municipalities. [Urban Sprawl and Smart Growth]	RC	Economic Development Committee	Board of Selectmen	49
\$N	L	Encourage more mixed use development and renovation.	ED	Economic Development Committee	Board of Selectmen, Town Planner	50

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$	L	Develop architectural design guidelines to enhance the aesthetics, character, and existing design of residences and businesses in the Suncook Village area.	HC	Economic Development Committee	Planning Board, Meet Me in Suncook Committee	51
\$	M	Identify and designate scenic roads within the community to protect shade trees and stone walls and other cultural landscape features.	HC	Historical Society	Conservation Commission	52
\$N	L	Encourage legislation to introduce an incentive for preservation of archaeological and historic resources on private property.	HC	Historical Society		53
\$	M	Improve the exhibits of town artifacts and make them more accessible to the public.	HC	Library	Historical Society	54
\$N	M	Provide regular active representation to the Upper Merrimack River Local Advisory Committee to help maintain the health of the river. [Aquifer Protection] [Watershed Protection]	RC	Pembroke Water Works	Conservation Commission	55
\$N	H	Require that developers contact the NH Division of Historical Resources to ascertain if any known archaeological sites are within the vicinity of new development.	HC	Planning Board	Town Planner	56
\$N	H	Encourage developers and landowners to consider preserving the historic and cultural resources found upon the landscape by promotion and education.	HC	Planning Board	Town Planner	57
\$N	H	Require within the Site Plan Review and Subdivision Regulations that developers identify the historic and cultural resources of the property, possibly including photographs for posterity.	HC	Planning Board	Town Planner	58
\$N	H	Protect and preserve stone walls along range roads and encourage landowners to consider retaining or rebuilding stone walls during alteration or development.	HC	Planning Board	Town Planner	59
\$N	H	Utilize the Demographics Chapter to develop the Growth Management Ordinance.	DE	Planning Board		60
\$N	H	Retain the residential character of Route 3 by encouraging additional businesses to use the existing structures as is by revising regulations.	HO	Planning Board	Board of Selectmen	61
\$N	H	Expand the Commercial Zone.	ED	Planning Board		62

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$N	H	Update the zoning ordinance to more strongly protect, promote and enhance the town's long-established timber conservation and silviculture areas by establishing large minimum lot-size standards within one or more appropriately situated newly created Timber Conservation Districts.	NR	Planning Board	Conservation Commission	63
\$N	H	Update the zoning ordinance to more strongly protect, promote and enhance the town's traditional agricultural areas by establishing large minimum lot-size standards within appropriately situated newly created Agricultural Conservation Districts.	NR	Planning Board	Conservation Commission	64
\$N	H	Determine the adequacy of the existing municipal infrastructure of water, sewer and roads and, if it is deemed necessary, develop any necessary policies for their expansion in order to accommodate anticipated residential, commercial, industrial or municipal development.	LU	Planning Board	Pembroke Water Works, Sewer Commission, Roads Committee	65
\$N	H	Develop a comprehensive policy regarding the preservation or development of the town's system of Class VI range roads for the purpose of furthering the Planning Board's future land use objectives.	LU	Planning Board	Roads Committee, Board of Selectmen	66
\$N	H	Give more weight to the existing Architectural Design District by providing better definitions.	TR	Planning Board	Town Planner	67
\$N	H	Require developers to look at traffic safety issues and road network requirements.	TR	Planning Board	Town Planner	68
\$N	H	Limit the number of entry points along roadways when possible. (Examples would include exploring options for shared driveways.	TR	Planning Board	Town Planner	69
\$N	H	Recommend that when roads with adjacent sidewalks are rehabilitated, that the sidewalks are also rehabilitated as part of the overall project.	TR	Planning Board	Town Planner, Department of Public Works	70
\$N (ongoing)	H	Encourage owners of targeted lands to donate conservation easements on those parcels so that they may be preserved as undeveloped open spaces and natural resources areas.	LU	Planning Board	Roads Committee, Conservation Commission	71
\$N	H	Appoint two representatives to the CNHRPC's Regional Resource Conservation Committee (R2C2). [Regional Resource Conservation Committee]	RC	Planning Board	Conservation Commission, Town Planner	72

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$	H	Revise the Impact Fee Ordinance using the data within the Demographics Chapter.	DE	Planning Board	School Board, Roads Commission, Recreation Commission, Town Counsel	73
\$	H	Promote cluster development in all areas of Town.	HO	Planning Board		74
\$N	M	Improve the language of the Architectural Overlay District to stipulate aesthetic guidelines which are appropriate for preserving existing historic architecture and encouraging the adherence of the guidelines by new development.	HC	Planning Board	Economic Development Committee	75
\$N	M	Compile factual information for the purposes of predicting future development and impact to Town infrastructure.	DE	Planning Board	CIP Committee, Water Commission, Sewer Commission, School District, Public Works Department, Welfare Office	76
\$N	M	Accurately map aquifers as a beginning point in developing measures to assure adequate protection of this resource.	NR	Planning Board	Conservation Commission	77
\$N	M	Examine the provisions of the Aquifer Conservation District for potential changes that would enhance the effectiveness of this District.	NR	Planning Board	Conservation Commission	78
\$N	M	Explore minimum setback regulations from wetlands and follow through with appropriate measures.	NR	Planning Board		79
\$N	M	Map existing stratified drift earth material areas.	NR	Planning Board	Conservation Commission	80
\$N	M	Develop one or more appropriately sized earth excavation zoning districts.	NR	Planning Board	Conservation Commission	81
\$N	M	Investigate areas for implementing innovative zoning as laid out in RSA 674:21.	LU	Planning Board	Zoning Board	82
\$N	M	Incorporate Smart Growth principles into Zoning, Subdivision, Site Plan and other Town regulations where it can practically be done.	LU	Planning Board	Zoning Board	83
\$N	M	Review and revise the Zoning Ordinance so that its various components are consistent in promoting the Planning Board's Future Land Use plan as it relates to residential uses.	LU	Planning Board	Zoning Board	84

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$N	M	Review and revise the Subdivision Regulations to achieve these Objectives.	LU	Planning Board	Zoning Board	85
\$N	M	Review and revise the existing cluster development ordinance so that it can be effectively used to protect long term conservation of the prime natural features on parcels undergoing development and so that effective visual and spatial buffer areas are put into place along the perimeter edges of these same parcels.	LU	Planning Board	Zoning Board	86
\$N	M	Explore the possible use of tax increment finance (TIF) districts for encouraging commercial development.	LU	Planning Board	Economic Development Committee	87
\$N	M	Promote commercial activities to those areas of town which has, or will have, access to the municipal water and sewer infrastructure.	LU	Planning Board	Economic Development Committee, Board of Selectmen	88
\$N	M	Explore the possibility of creating Timber Conservation and Open Space Conservation Districts in the town's most rural areas in order to foster sustainable commercial forestry activities and to preserve the historic forested and open-space nature of the town's rural landscape. Very large (25-50 acre) minimum lot sizes would be promoted in such areas.	LU	Planning Board	Zoning Board	89
\$N	M	Investigate, where appropriate, the designation of a "no new roads zone".	LU	Planning Board	Roads Committee, Conservation Commission	90
\$N	M	Investigate the possible use of transfer of development rights (TDR's) or other innovative techniques and zoning provisions to preserve land for agricultural, silvicultural and other similar uses.	LU	Planning Board	Roads Committee, Conservation Commission	91
\$N	M	Encourage landowners to take advantage of assistance from the Merrimack County Conservation District and the Natural Resource Conservation Service to best learn the options for protecting agricultural resources. [Loss of Farmland and Agriculture]	RC	Planning Board	Conservation Commission, Town Planner	92
\$	M	Utilize the Demographics Chapter for Zoning Ordinance revisions, including those relative to density and location.	DE	Planning Board		93

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$	M	Establish a regular regional dialogue, perhaps facilitated by the two regional planning commissions, among Pembroke, Allentown, and Hooksett as commercial and residential growth in Hooksett will have an impact on Pembroke. [Hooksett Residential and Commercial Growth]	RC	Planning Board	Town Planner, Central NH Regional Planning Commission, Southern NH Planning Commission	94
\$N	L	Cooperate with other towns in seeking legislation to authorize towns to adopt comprehensive policies for managing Class VI roads.	HC	Planning Board		95
\$N	L	Explore the possibility of designating select Class VI range roads as municipal trails.	LU	Planning Board	Roads Committee, Conservation Commission	96
\$	L	Preserve existing range roads as Class VI roads or as Class B trails, or upgrade only if necessary while preserving the historical integrity of the roadway.	HC	Planning Board		97
\$	L	Encourage mixed building types in new developments, including single-family, duplex, townhouse, and condominium homes by revising regulations.	HO	Planning Board		98
\$	L	Work in conjunction with the NH Department of Environmental Services to locate and monitor known and potential sources of point source pollution.	NR	Planning Board	Conservation Commission	99
\$	L	Examine existing land uses to identify known and potential point and non-point source pollution.	NR	Planning Board	Conservation Commission	100
\$\$\$	H	Review the study conducted by REI, Inc. and implement steps to complete the suggested parallel road to US Route 3 along 3rd Range Road between Cross Road and Belanger Drive.	TR	Roads Committee	Town Planner, Planning Board, Board of Selectmen, Department of Public Works	101
\$\$\$	M	Explore possibilities for upgrading North Pembroke Road. Examples would include the use of parallel roads and acquisition of easements for potential widening.	TR	Roads Committee	Planning Board, Department of Public Works	102
\$\$\$	L	Determine the potential for adding a parallel road to Borough Road between North Pembroke Road and Clough Mill Road.	TR	Roads Committee	Planning Board, Department of Public Works	103
\$\$\$	L	Partner with local businesses and the school to encourage students to complete high school and obtain further career training and education.	DE	School Board	Renaissance Program	104

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
	by 2008	Restore the position of librarian to Pembroke Village School. (Short Term)	SC	School Board		105
	by 2008	Add technology instruction to the program to Pembroke Village School. (Short Term)	SC	School Board		106
	by 2008	Restore the position of librarian to Pembroke Hill School. (Short Term)	SC	School Board		107
	by 2008	Add technology instruction to the program to Pembroke Hill School. (Short Term)	SC	School Board		108
	by 2008	Monitor, and rectify if necessary, the parking and traffic flow issues at Pembroke Hill School. (Short Term)	SC	School Board		109
	by 2008	Monitor, and repair if necessary, roof sections of Pembroke Hill School. (Short Term)	SC	School Board		110
	by 2008	Expand the music (band and chorus) programs to school day, year-long programs at Three Rivers School. (Short Term)	SC	School Board		111
	by 2008	Hire one additional music teacher to teach the expanded music programs at Three Rivers School. (Short Term)	SC	School Board		112
	by 2008	Expand the physical education programs, with the addition of fitness activities, to year-long programs at Three Rivers School. (Short Term)	SC	School Board		113
	by 2008	Hire one additional physical education teacher to teach the expanded programs at Three Rivers School. (Short Term)	SC	School Board		114
	by 2008	Continue to monitor budgetary changes, population growth, and delivery of alternate education services to determine appropriate level of education programs and services at Pembroke Academy. (Short Term)	SC	School Board		115
	by 2008	Continue to provide alternative high school programs such as Second Start to students requiring a unique educational setting at Pembroke Academy. (Short Term)	SC	School Board		116
	by 2008	Fulfill the current need of a science teacher, nurse's aide, athletic trainer, and outside maintenance worker positions at Pembroke Academy. (Short Term)	SC	School Board		117
	by 2008	Hire a School-to Career Coordinator at Pembroke Academy. (Short Term)	SC	School Board		118

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
	by 2008	Secure space of two standard classrooms and one smaller space to accommodate alternate education services at Pembroke Academy. (Short Term)	SC	School Board		119
	by 2008	Develop an additional baseball field and rectangular playing field at Pembroke Academy. (Short Term)	SC	School Board		120
	by 2008	Build 30-40 more parking spaces to accommodate the present need and reduce overflow (at the Congregational Church) at Pembroke Academy. (Short Term)	SC	School Board		121
	by 2008	Monitor the need for additional traditional classrooms as the school's population grows. (Short Term)	SC	School Board		122
	by 2008	Purchase a back-up generator for PA to become an emergency shelter during an emergency. (Short Term)	SC	School Board		123
	by 2008	Divide the existing Guidance conference room into two or three offices to accommodate specialty (drug counselor, speech therapist) personnel and their student services. (Short Term)	SC	School Board		124
	by 2013	Study renovation of the core facility at Pembroke Village School. (Long Term)	SC	School Board		125
	by 2013	Renovate playground equipment at Pembroke Village School. (Long Term)	SC	School Board		126
	by 2013	Reevaluate the need for additional classrooms at Pembroke Village School. (Long Term)	SC	School Board		127
	by 2013	Study renovation of the core facility at Pembroke Hill School. (Long Term)	SC	School Board		128
	by 2013	Offer world languages to all students as exploratory classes in the lower grades at Three Rivers School. (Long Term)	SC	School Board		129
	by 2013	Offer advanced classes to the 8th grade students in Spanish or other languages at Three Rivers School. (Long Term)	SC	School Board		130
	by 2013	Hire part time staff to teach alternative world languages at Three Rivers School. (Long Term)	SC	School Board		131
	by 2013	Reevaluate the methods and traditional timing of educational service delivery at Pembroke Academy. (Long Term)	SC	School Board		132
	by 2013	Continue to monitor the need for additional traditional classrooms as the school's population grows. (Long Term)	SC	School Board		133

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
	by 2013	Monitor the need for air-conditioning in select classrooms if flexible-calendar summer classes are instituted. (Long Term)	SC	School Board		134
\$N	H	Seek technical assistance money from the NH DOT through the I-93 Community Technical Assistance Program to facilitate regional planning efforts. [Urban Sprawl and Smart Growth] [I-93 Expansion]	RC	Town Administrator	Town Planner, Board of Selectmen	135
\$N	H	Encourage Town officials to regularly visit the NH OEP website to view the calendar of educational planning workshops and events. [NH Office of Energy and Planning]	RC	Town Administrator		136
\$N	H	Enhance the Town's use of NHMA's services to take full advantage of Pembroke's membership. [NH Municipal Association]	RC	Town Administrator	Board of Selectmen	137
\$	H	Work with the Economic Development Committee to promote increased business investments in the community.	DE	Town Administrator	Planning Board	138
\$	H	Enhance the Town's web site with items of interest to businesses such as statistics, important contacts, and links to other business related sites.	ED	Town Administrator	Town Planner, Web Designer	139
\$	H	Make tax maps and zoning regulations available on-line.	ED	Town Administrator	Town Planner, Web Designer	140
\$	H	Seek grants for community development and improvements.	CF	Town Administrator	Board of Selectmen	141
\$\$\$	H	Maintain services to sustain the current quality of life enjoyed by the residents of Pembroke as the community grows.	CF	Town Administrator	CIP Commission, Town Departments	142
\$N	M	Appoint a representative to CNHRPC's Transportation Advisory Committee to ensure that the transportation interests of Pembroke are represented. [Transportation Advisory Committee]	RC	Town Administrator	Department of Public Works	143
\$	M	Maintain active representation on the Technical Review Committee and the Citizen's Advisory Task Force for the I-93 Bow-Concord Study. [NH Route 106]	RC	Town Administrator	Department of Public Works	144

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$	M	Participate in any public information sessions held by the NH Department of Transportation for I-93 Bow to Concord and for I-93 Salem to Manchester, and remain updated via the online websites. [I-93 Expansion]	RC	Town Administrator	Department of Public Works	145
\$	M	Continue to strengthen the lines of communication with the New Hampshire Department of Transportation and the adjacent communities to help ensure future projects experience similar success. [Double-Decker Bridge Replacement]	RC	Town Administrator	Department of Public Works	146
\$	M	Work with the Highway District Engineer regarding road maintenance, winter plowing, and driveway permitting to pursue to continue strengthening relationships between the Town and NH DOT. [Double-Decker Bridge Replacement]	RC	Town Administrator	Department of Public Works	147
\$	L	Approach legislators to develop legislation which requires affordable housing be mandatory in all municipalities. [Affordable and Senior Housing]	RC	Town Administrator	Board of Selectmen	148
\$	L	Lobby for complete cellular coverage in New Hampshire and the development of consistent regulations. [Telecommunications Towers]	RC	Town Administrator	Board of Selectmen	149
\$\$\$	L	Provide overflow parking for the Town Hall/Library.	CF	Town Administrator	Department of Public Works	150
\$\$\$	L	Extend the Town Hall's hours.	CF	Town Administrator	Town Clerk	151
\$N	H	Encourage the granting of discretionary preservation easements as authorized under RSA 79-D.	HC	Town Planner	Conservation Commission or future Heritage Commission	152
\$N	H	Encourage town administration to distribute materials to property owners and builders relating to historic and cultural resources and grant opportunities for preserving these features.	HC	Town Planner		153
\$N	H	Communicate with the NH Division of Historical Resources on a regular basis to obtain current information on resource preservation that can be disseminated to the public.	HC	Town Planner		154
\$N	H	Provide and promote locations for businesses.	ED	Town Planner		155
\$N	H	Ensure that regulations and agreements are clear and fully implemented from the initial planning of a project through the completion of construction.	ED	Town Planner	Public Works Department, Building/Code Enforcement Officer	156
\$N	H	Advertise available parcels.	ED	Town Planner	Economic Development Committee	157

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$N	H	Protect rights of public and private property owners to use roads and access property along them.	TR	Town Planner	Planning Board	158
\$N	H	Obtain a copy of Hooksett's Master Plan to try to coordinate development when possible. [Hooksett Residential and Commercial Growth]	RC	Town Planner		159
\$N	H	Encourage the Planning Board to subscribe to the free Plan-Link list serve to be kept abreast of issues other towns in New Hampshire are facing with respect to growth. [NH Office of Energy and Planning]	RC	Town Planner	Planning Board	160
\$N	H	Monitor regional growth patterns and consider implementing regulatory techniques, to help offset the effect the impacts generated by the area's more urban centers. [Urban Sprawl and Smart Growth]	RC	Town Planner	Planning Board	161
\$	H	Coordinate planning efforts with area Towns, including the regular use of the developments of regional impact statute, obtaining copies of Master Plans and regulations, and holding sub-regional planning conferences on a semi-annual basis. [Developments of Regional Impact]	RC	Town Planner	Planning Board, Economic Development Committee, Board of Selectmen, Zoning Board	162
\$	H	Sustain the relationship with CNHRPC to ensure that Pembroke continues to learn how to utilize wise growth principles and techniques as the Town faces new development pressures. [Central NH Regional Planning Commission]	RC	Town Planner	Planning Board	163
\$	H	Voice concerns over any significant expansion to the airport during the development of regional impact public input opportunity. [Concord Airport Expansion]	RC	Town Planner	Planning Board	164
\$	H (ongoing)	Reach out to business consultants, commercial realtors, developers and associated professions.	ED	Town Planner	Economic Development Committee	165
\$N	M	Develop a list of parcels within the Town suitable for a senior housing development.	HO	Town Planner	Board of Selectmen	166
\$N	M	Develop a better strategy for communicating with businesses to understand their concerns and relay information.	ED	Town Planner	Economic Development Committee	167

Cost	Priority	Recommendation	Chapter	Project Leader	Who Assists	#
\$	M	Review and revise Zoning regulations so that its various components are consistent in promoting the Planning Board's Future Land Use plan as it relates to commercial and business uses.	LU	Town Planner	Planning Board, Economic Development Committee	168
\$	M	Hold discussions among all area town planners and planning boards to help facilitate the regional affordable housing dialogue. [Affordable and Senior Housing]	RC	Town Planner	Planning Board, Board of Selectmen	169
\$	L	Explore the feasibility of introducing village zoning in the undeveloped land west of Broadway and Pembroke Street and south of the Condominiums.	LU	Town Planner	Planning Board	170
\$	L	Attend state and regional conferences on telecommunications issues to remain educated on the issues. [Telecommunications Towers]	RC	Town Planner		171
\$\$	L	Conduct a buildout analysis to guide the rewriting of pertinent regulations, including an emphasis on mixed use, encouraging infill and redevelopment, and strengthening the Route 3 corridor in Pembroke with pedestrian facilities and access management. [Hooksett Residential and Commercial Growth]	RC	Town Planner	Planning Board	172
\$\$	H	Maintain the existing sidewalks and their rights-of-way to enhance pedestrian safety.	TR	Department of Public Works		173

STRATEGIES FOR IMPLEMENTATION

Several of the 173 Recommendations in the Prioritized Action Plan are dependent on other supportive influences, such as a Capital Improvement Program, revisions to the Subdivision Regulations or Site Plan Review Regulations, or Zoning Ordinance amendments. Project leaders, the Boards, Departments, Commissions, and entities within Town, play a key role in making sure the Recommendations get implemented in a timely manner. A consistent schedule which enables the Town to revisit this Chapter and the Master Plan will allow for an organized and expected timetable for implementing the Recommendations of the Master Plan.

Revise the Capital Improvements Program (CIP)

Pembroke revises its CIP on an annual basis. The CIP has a variety of purposes and should have many beneficial effects on Pembroke's financial, budgetary, and planning functions. Its primary purposes are summarized below.

1. State Statutory and Other Legal Requirements: According to NH RSA 674:22, communities that wish to engage in regulating the timing of development through the establishment of growth controls must have adopted both a Master Plan and the Capital Improvements Program. With the adoption of the CIP, the Town may be able to regulate the rate of growth, should the need for such control become necessary. In the meantime, the CIP, in conjunction with the Master Plan, will enable the Planning Board to use its power under RSA 674:36 to deny subdivisions that are premature due to the lack of sufficient public services and/or infrastructure. The CIP demonstrates that the Town is attempting to accommodate growth, and that there is a good faith effort on the part of the Town to provide those services at some later date. If impact fees are assessed to a developer, the Town should request the fees in accordance with the CIP and should also fund its portion of the necessary infrastructure improvement.
2. Stability in Tax Rates and Budgets: The Capital Improvements Program will contribute to stabilizing the Town's tax rate and budget each year by planning and budgeting for major capital expenditures well in advance. Financing methods such as bonding and capital reserve funds are recommended in order to make annual capital expenditures more stable, predictable, and manageable. Wide fluctuations in annual Town budgets caused by sudden or large one-time capital expenditures will be reduced. Under NH RSA 33:4A, the Town's bonded indebtedness is limited to 1.75% of the Town's assessed valuation and the School bonded indebtedness is limited to 7.0% of the Town's assessed valuation.
3. A Management Tool for Town Officials: The 2004 Master Plan contains projections and analyses of the Town's demographic trends and finances which all local officials should find useful in planning and delivering public services. A comprehensive, longer-term picture of capital needs is created because all capital items are placed into one schedule. The Capital Improvements Program is designed to be used by officials as a management tool.

4. Citizens' and Developers' Guide to Planned Expenditures: The Capital Improvements Program will serve both citizens and developers as a useful guide for expenditures planned by the Town to accommodate projected growth. The citizen who wants to know when and at what costs a particular service will be expanded can consult the Capital Improvements Program, as can the developer who wants to know when, for example, school capacity will be expanded. The Town can limit the number of building permits issued each year if it can document the lack of municipal and school capacity to handle growth, along with the Town's intentions to remedy the situation.
5. Use by the Budget Committee: RSA 674:8 is not specific about how the Capital Improvements Program is actually used in preparation of the annual Town Budget. It simply requires the Planning Board "...submit its recommendations for the current year to the Mayor (Board of Selectmen) and Budget Committee... for consideration as part of the annual budget." This clearly means the Capital Improvements Program is not binding in any way upon Town appropriations and expenditures. The Capital Improvements Program is thus an advisory document without the force of law. A properly prepared Capital Improvements Program will, however, be effective and credible when annual consideration of the budget takes place.

Many of the Recommendations in the Master Plan will be dependent upon funding that should originate in a CIP.

Revise the Regulations

The Planning Board now has a list, through the Master Plan Recommendations, of different regulatory or zoning changes that they themselves or other Boards or Commissions wish to implement. The Planning Board itself is in charge of creating and revising the Subdivision Regulations and Site Plan Review Regulations. In addition, the Planning Board is also charged with creating and bring forth revisions to the Zoning Ordinance for approval at Town Meeting. The Zoning Board's duty is to consider motions to vary from the Zoning Ordinance. A clear partnership exists where the resources of the Zoning Board could be tapped to assist with these numerous revisions.

Table XIII-3 illustrates the regulatory changes suggested in the Master Plan:

Table XIII-3
Regulation and Ordinance Revisions

Recommendation (brief description)	Chapter	Recommendation # in Prioritized Action Plan
Encourage mixed use	HO, ED	7, 50, 98
Provide safer access to main arteries	TR	37
Develop/improve Architectural Design Guidelines	HC, TR	51, 67
Require that the historic and cultural resources of properties to be developed are identified	HC	58
Protect and preserve stonewalls along range roads	HC	59
Develop the Growth Management Ordinance	DE	60
Expand the Commercial Zone	ED	62
Establish a Timber Conservation District and an Open Space Conservation District	NR, LU	63, 89
Establish an Agricultural Conservation District	NR	64
Develop a policy on the preservation or development and management of Class IV range roads	LU, HC	66, 95
Require developers to address traffic safety issues and road network requirements, sight distances, and shared driveways	TR	40, 68, 69
Revise the Impact Fee Ordinance	DE	73
Revise the existing Cluster Development ordinance; promote cluster development in all areas of Town	HO, LU	74, 86
Improve the language of the Architectural Overlay District	HC	75
Modify the Aquifer Conservation District language	NR	78
Add minimum setback regulations from wetlands	NR	79
Develop an Earth Excavation Zoning District	NR	81
Incorporate innovative zoning and Smart Growth principles into Zoning, Subdivision, Site Plan and other Town regulations for land preservation	LU	82, 83, 91
Revise the Zoning Ordinance and Subdivision Regulations, and Site Plan Review Regulations for residential and commercial/business uses	LU, DE	84, 85, 93, 168
Explore developing an tax increment finance (TIF) district	LU	87
Investigate the designation of a “no new roads zone”	LU	90

Coordinate Activities

Each Board, Department, and Commission has their priorities as determined from the Prioritized Action Plan for implementation. There are several factors which may inhibit the ability of the project leader to implement Recommendations as suggested in the Prioritized Action Plan, including funding and time. The Steering Committee recognizes that it may not always be feasible to implement the Recommendations as suggested and understands that each Board, Department, and Commission will offer their best efforts to complete their Recommendations. Internally, each group can exercise discretion to reprioritize and work on which ever Recommendations are most important or most practical given time or monetary constraints.

As a cohesive Town endeavor, all Boards, Departments, and Commissions have a stake in the implementation of the Master Plan. Over the next three years, regular activities will need to be undertaken in order to accomplish the objectives of the Master Plan. Close coordination between different groups will be necessary to effectively continue working on the Master Plan and its Recommendations.

The Master Plan is a dynamic document which should be reviewed on a regular basis as to its relevancy and to add new tasks as old tasks are completed. The Capital Improvements Program, Zoning Ordinance, and regulations are all documents that need to be updated, or at least reviewed, annually. The Implementation Schedule in Table XI-4 lists the activities of importance to all Town entities in Pembroke:

Table XIII-4
Implementation Schedule, September 2004 – December 2007

	Date	Task	Project Leader
2004	August 2004	Amend 2004 Capital Improvements Program	CIP Commission
	October 2004	Adopt Master Plan	Planning Board
	October 2004	Adopt 2005 Capital Improvements Program	CIP Commission
	November 2004	Write Zoning amendments for Town Meeting	Planning Board
2005	January 2005	Hold All-Boards Meeting for Implementation	Board of Selectmen
	March 2005	Bring Zoning amendments to Town Meeting	Planning Board
	March 2005	Bring capital purchases to Town Meeting	Board of Selectmen
	May 2005	Hold All-Boards Meeting for Implementation	Board of Selectmen
	July 2005	Update Subdivision and Site Plan Regulations	Planning Board
	July 2005	Re-evaluate Implementation Chapter and amend	Planning Board
	August 2005	Amend 2005 Capital Improvements Program	CIP Commission
	September 2005	Hold All-Boards Meeting for Implementation	Board of Selectmen
	October 2005	Adopt 2006 Capital Improvements Program	CIP Commission
	October 2005	Begin to evaluate the Master Plan's effectiveness	Planning Board
	November 2005	Write Zoning amendments for Town Meeting	Planning Board
	December 2005	Review one Master Plan Chapter (#1)	Planning Board
2006	January 2006	Hold All-Boards Meeting for Implementation	Board of Selectmen
	February 2006	Review one Master Plan Chapter (#2)	Planning Board
	March 2006	Bring Zoning amendments to Town Meeting	Planning Board
	March 2006	Bring capital purchases to Town Meeting	Board of Selectmen
	March 2006	Begin High (H) Priorities	Planning Board
	April 2006	Review one Master Plan Chapter (#3)	Planning Board
	May 2006	Hold All-Boards Meeting for Implementation	Board of Selectmen
	June 2006	Review one Master Plan Chapter (#4)	Planning Board
	July 2006	Update Subdivision and Site Plan Regulations	Planning Board
	July 2006	Re-evaluate Implementation Chapter and amend	Planning Board
	August 2006	Amend 2006 Capital Improvements Program	CIP Commission
	August 2006	Review one Master Plan Chapter (#5)	Planning Board
	September 2006	Hold All-Boards Meeting for Implementation	Board of Selectmen
	October 2006	Adopt 2007 Capital Improvements Program	CIP Commission
	October 2006	Review one Master Plan Chapter (#6)	Planning Board
	November 2006	Write Zoning amendments for Town Meeting	Planning Board
	December 2006	Review one Master Plan Chapter (#7)	Planning Board
2007	January 2007	Hold All-Boards Meeting for Implementation	Board of Selectmen
	February 2007	Review one Master Plan Chapter (#7)	Planning Board
	March 2007	Bring Zoning amendments to Town Meeting	Planning Board
	March 2007	Bring capital purchases to Town Meeting	Board of Selectmen
	March 2007	Begin Medium (M) Priorities	Planning Board
	April 2007	Review one Master Plan Chapter (#8)	Planning Board
	May 2007	Hold All-Boards Meeting for Implementation	Board of Selectmen
	June 2007	Review one Master Plan Chapter (#9)	Planning Board
	July 2007	Update Subdivision and Site Plan Regulations	Planning Board
	July 2007	Re-evaluate Implementation Chapter and amend	Planning Board
	August 2007	Amend 2007 Capital Improvements Program	CIP Commission
	August 2007	Review one Master Plan Chapter (#10)	Planning Board
	September 2007	Hold All-Boards Meeting for Implementation	Board of Selectmen
	October 2007	Adopt 2008 Capital Improvements Program	CIP Commission
	October 2007	Review one Master Plan Chapter (#11)	Planning Board
	November 2007	Write Zoning amendments for Town Meeting	Planning Board
	December 2007	Review one Master Plan Chapter (any remaining Chapter)	Planning Board

Evaluate the Master Plan Chapters

By October 2005, approximately one year after the Master Plan was adopted, the Planning Board should have a solid sense for how well the Master Plan has served the Town. Some Chapters will be recognized as having more relevance than others, and many Recommendations will have been completed. The new State Statute (RSA 674:2, III), as written earlier, urges an evaluation of the effectiveness of the Master Plan.

The Pembroke Planning Board should review one chapter of the Master Plan every two months beginning in October 2005 using the form on the following page. There are fourteen Chapters of the Master Plan, eleven of which are to be reviewed over a period of two years. By doing so, new ideas for the next version of the Master Plan will be generated and the Planning Board will know what has worked well in a Chapter and what can be improved upon. The Recommendations can be reviewed for their effectiveness and relevancy and can be “checked off” when completed. The comprehensive amendment for the Master Plan should begin in April of 2008.

The Chapter evaluation form, which should be utilized for each of the Chapters as they are reviewed in turn, follows:

PEMBROKE MASTER PLAN CHAPTER EVALUATION

Evaluation Date:

Chapter Name:

What the Chapter has accomplished:

What the Chapter has not accomplished:

How to improve the Chapter:

Recommendation Completion Progress:

[illegible]

SUMMARY

The Master Plan Implementation Committee has developed a comprehensive Prioritized Action Plan for the Recommendations found within the Master Plan. This Action Plan lists who the project leader is, who to contact for assistance, what the priority is, what is the cost range, and where it was found in the Master Plan for each individual Recommendation.

This Chapter contains the action statements given by Town Boards, Departments, and Commissions which declare their intent to work on the Master Plan Recommendations. Coordination among groups will be essential to implement the Master Plan. The table of regulatory revisions should guide the Planning Board to work on those amendments. A detailed time schedule is included for specific activities that spans from September 2004 to December 2007.

Not only should the Capital Improvements Program, current Zoning Ordinance, and current regulations be updated on an annual basis, so should this Implementation Chapter. The Planning Board should look to begin reviewing and then updating the Pembroke 2004 Master Plan in October 2005. Each Chapter should be individually evaluated to measure its effectiveness in terms of affecting change.