



CAPITAL IMPROVEMENTS PLAN
2001-2007

September 29, 2000

Prepared by the Pelham Capital Improvements Plan Committee:

Jeff Gowan, Chair
Bill Scanzani, Vice-Chair
Mary Barsamian-Daigle, School Board Representative
Russell Boland, Budget Committee Representative
Greg Farris, Board of Selectmen Representative
Sandy Pelletier, Budget Committee Representative
Robert Bean
Doug Fyfe
Rick Hammar
Larry Major

Vince Messina, Planning Director

With Assistance from the Nashua Regional Planning Commission

Sent to the Pelham Planning Board For Consideration

Victor Danovich, Chair
Jeff Gowan, Vice-Chair
Bill Scanzani, Secretary
Deb Casey, Selectmen's Representative
Patrick Culbert
Henry DeLuca
Peter Mcnamara
Gael Oulette, Alternate
Dorris Cvinar, Alternate
Mike Soby, Alternate

Vince Messina, Planning Director



PELHAM CAPITAL IMPROVEMENTS PLAN 2001-2007

INTRODUCTION

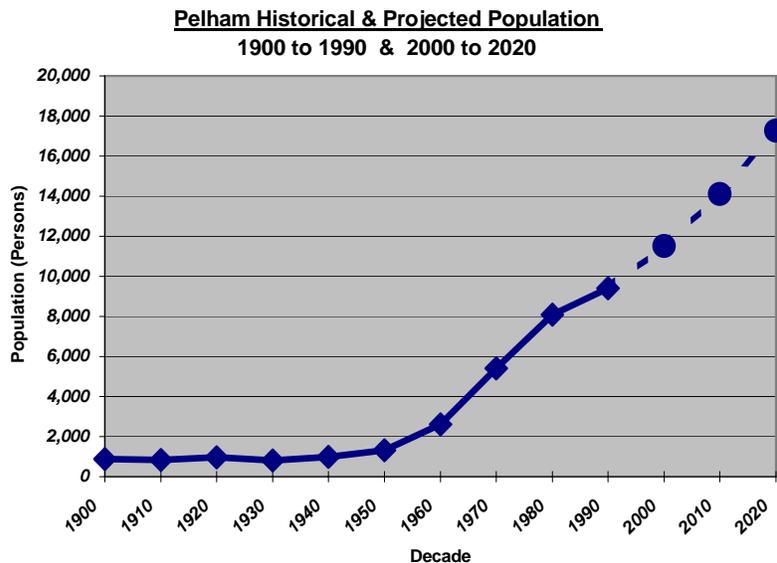
The preparation and adoption of a Capital Improvements Plan (CIP) is an important part of Pelham's planning process. A CIP aims to recognize and resolve deficiencies in existing public facilities and anticipate and meet future demand for capital facilities. A CIP is a multi-year schedule that lays out a series of municipal projects and their associated costs. Over the seven-year period considered by the CIP, the plan shows how the Town should strategize to maintain, expand or renovate facilities and services as needed to meet the demands of existing or new population and businesses.

A CIP is an advisory document that can serve a number of purposes, among them to:

- (a) To provide the Town of Pelham with a guide to be used by the Budget Committee, Board of Selectman, and School Board for their annual budgeting process Guide (RSA 674:5-8);
- (b) Provide a forward looking planning tool for the purpose of contributing to the creation of a stable real property tax rate;
- (c) To aid the Town's elected officials, appointed committees, and department heads in the prioritization, coordination, and sequencing of various municipal and school improvements;
- (d) To inform residents, business owners and developers of needed and planned improvements; and
- (e) To provide a necessary legal basis for the development and proper administration of the Town's impact fee system (RSA 674:21.V.(b)).

Pelham's population underwent rapid growth between 1960 and 1980 (Table 1, Figure 1). From 1980 to 1990 the growth rate abated slightly, nonetheless, the Town must plan to meet the needs of a population that continues to grow at a regular and consistent rate. There is no indication that the trend toward steady population growth will decline from the rates recently demonstrated. It appears that economic growth is stimulating population increases throughout the region.

FIGURE 1



Sources: U.S. Census and New Hampshire Office of State Planning

**TABLE 1
PELHAM POPULATION, 1900-2020**

Historical Population			Recent Estimates			1999 Projections		
Year	Population	% Change	Year	Population	% Change	Year	Population	% Change
1900	875	-	1992	9,569	-	1996	10,374	-
1910	826	-5.6%	1993	9,791	2.3%	2000	11,506	10.9%
1920	974	17.9%	1994	10,005	2.2%	2005	13,082	13.7%
1930	814	-16.4%	1995	10,169	1.6%	2010	14,118	7.9%
1940	979	20.3%	1996	10,400	2.3%	2015	15,730	11.4%
1950	1,317	34.5%	1997	10,635	2.3%	2020	17,285	9.9%
1960	2,605	97.8%	1998	10,793	1.5%			
1970	5,408	107.6%	1999	11,034	2.2%			
1980	8,090	49.6%						
1990	9,408	16.3%						

Sources: U.S. Census for 1900 to 1990.

New Hampshire Office of State Planning (OSP) annual estimates from 1993 - 2000; Projections by OSP January, 1999

A comparison of the Town's annual operating costs over the last ten years with capital outlay and debt suggests that while the overall budget of the Town has been increasing regularly, the municipal portion devoted to capital outlay and debt service has been somewhat irregular (Table 2). Within the School District routine capital expenditures have come to represent a smaller portion of the overall budget allocation, although the elementary school expenditure authorized last year will offset this trend. It is a principal goal of the CIP to increase the predictability and regularity of the Town's budget by planning for routine or anticipated major purchases of durable capital equipment and determining appropriate methods for meeting the Town's capital facility needs.

**TABLE 2
MUNICIPAL & SCHOOL CAPITAL OUTLAY AND DEBT SERVICE, 1986-1999**

YEAR	MUNICIPAL EXPENDITURES					SCHOOL DISTRICT EXPENDITURES*					TOTAL EXPENDITURES				
	CAPITAL OUTLAY & DEBT	% CHANGE	OPERATING COSTS	% CHANGE	% OF TOTAL	CAPITAL OUTLAY & DEBT	% CHANGE	OPERATING COSTS	% CHANGE	% OF TOTAL	CAPITAL OUTLAY & DEBT	% CHANGE	OPERATING COSTS	% CHANGE	% OF TOTAL
1988	94,471	-56.3%	2,503,980	1.6%	3.6%	184,305	-15.2%	6,442,260	21.8%	2.8%	278,776	-35.7%	8,946,240	15.4%	3.0%
1989	107,437	13.7%	2,800,920	11.9%	3.7%	157,348	-14.6%	6,765,744	5.0%	2.3%	264,785	-5.0%	9,566,664	6.9%	2.7%
1990	124,091	15.5%	2,871,669	2.5%	4.1%	151,243	-3.9%	7,384,674	9.1%	2.0%	275,334	4.0%	10,256,343	7.2%	2.6%
1991	86,189	-30.5%	2,739,636	-4.6%	3.1%	145,138	-4.0%	8,050,693	9.0%	1.8%	231,327	-16.0%	10,790,329	5.2%	2.1%
1992	55,744	-35.3%	3,414,790	24.6%	1.6%	139,033	-4.2%	7,611,446	-5.5%	1.8%	194,777	-15.8%	11,026,236	2.2%	1.7%
1993	232,858	317.7%	3,302,686	-3.3%	6.6%	127,928	-8.0%	8,461,182	11.2%	1.5%	360,786	85.2%	11,763,868	6.7%	3.0%
1994	1,063,849	356.9%	3,311,148	0.3%	24.3%	0	-100.0%	8,825,333	4.3%	0.0%	1,063,849	194.9%	12,136,481	3.2%	8.1%
1995	710,518	-33.2%	3,436,054	3.8%	17.1%	71,619	N.A.	9,217,060	4.4%	0.8%	782,137	-26.5%	12,653,114	4.3%	5.8%
1996	598,352	-15.8%	3,548,220	3.2%	14.4%	71,619	0	9,768,371	6.0%	0.7%	669,971	-14.3%	13,316,591	5.2%	4.8%
1997	618,401	37.2%	3,224,184	-9.1%	16.1%	93,900	31.1%	10,002,740	7.6%	0.9%	712,301	6.3%	13,736,800	3.2%	4.9%
1998	506,149	-18.2%	3,416,705	6.0%	12.9%	81,021	-13.7%	9,964,651	-0.4%	0.8%	587,170	-17.6%	13,381,356	-2.6%	4.4%
1999	\$470,010	-7.1%	\$3,355,745	-1.8%	12.3%	\$61,048	-24.7%	\$11,986,818	19.3%	0.5%	\$531,058	-10.6%	\$15,342,563	14.7%	3.3%

Sources: Town of Pelham, NH Annual Town Reports

*School district figures are for the school year (e.g. 1990 = school year 89/90).

The Pelham Capital Improvements Plan Committee (the Committee) has prepared this report under the authority of the Planning Board and RSA 674:5-8 (Appendix A). It is the Committee's intention that this report reflect the capital needs of the Town for the period between 2001-2007 and to offer recommendations to the Budget Committee for consideration as part of the annual budget.

Information was submitted to the Committee from the various town Departments, Boards and Committees, which helped form the basis of this document. Although this CIP includes a seven year period, the CIP should be updated every year to reflect changing demands, new needs, and routine

assessment of priorities. This document contains those elements required by law to be included in a Capital Improvements Plan.

As indicated, the adoption of a CIP by the Planning Board is a statutory prerequisite to the application of impact fees. The adoption of an impact fee ordinance occurred in 1999, when in October an impact fee schedule was approved to fund a portion of the cost to construct a new elementary school.

Impact fees, however, have significant limitations. They can only be used to offset the proportion of capital expenses attributed to new development. They may not be used to meet existing capital deficiencies. Also, impact fees collected must be properly used within six years, or the Town must return unused funds to the developer(s) who paid them. Despite these constraints, which are more clearly delineated in the statute in Appendix A, it is the strong recommendation of the CIP Committee that the Town of Pelham use impact fees as a method to manage and reduce the future cost of capital improvements. Furthermore, many capital improvements recommended in this CIP are consistent with the long term goals of the Pelham Master Plan as summarized in Appendix B.

For the purposes of this document, a capital improvement is defined by its cost and its useful life. Items included have a cost of at least \$10,000 and generally have a useful life of at least three years. Eligible items include new buildings or additions, land purchases, some studies, substantial road improvements and purchases of major vehicles and equipment. Operating expenditures for personnel and other general costs are not included. Expenditures for maintenance or repair are generally not included unless the cost or scope of a project is substantial enough to increase the capacity of a facility, or an improvement is a major long-term repair that maintains the useful life a capital facility.

A brief description of each project included in the 2001 to 2007 CIP schedule voted on by the CIP Committee is provided below. Starting dates are not provided for deferred projects or those categorized as needing research. Typically deferred projects are not placed on the seven year schedule because: 1) there is insufficient information to determine the relative need for a capital improvement and additional research may be required before the Committee would consider allocating the project within the CIP schedule; or 2) based on information available the Committee has resolved that there is not a demonstrated need for a project in the next seven years.

In Some cases a municipal department articulated a request for a project, but the project was outside of the seven year CIP schedule. For example, some project finance requests were anticipated in 2010. In other instances incomplete or unclear information was provided regarding a project start date. In these cases the projects were left off the CIP.

FINANCING METHODS

In the project summaries below, there are a number of different local financing methods used. Four methods require appropriations, either as part of the Town's annual operating budget or as independent warrant articles at Town Meeting. The *1-Year Appropriation* is most common, and refers to those projects proposed to be funded by real property tax revenues within a single fiscal year. The *Capital Reserve* method requires appropriations over more than one year, with the actual project being accomplished only when the total appropriations meet the project cost. *Lease/Purchase* method has been used by the fire department and other divisions for the purchase of vehicles. *Bonds* are generally limited to the most expensive capital projects, such as major renovations, additions, or new construction of buildings or infrastructure, and allow capital facilities requests to be met immediately while spreading out the cost over many years in the future. *Impact fees* are collected from new development to pay for new facility capacity and placed in a fund until they are either expended within six years as part of project financing or they are returned to the party they were collected from.

In addition, if there are instances where fiscal resources from outside the community have been committed to help finance a local capital project, then the off-setting revenues are shown in association with the proposed capital project. Typical examples are grants, such as for new education buildings or State Transportation Improvement Plan (TIP) matches.

IDENTIFICATION OF DEPARTMENT CAPITAL REQUESTS

The Pelham CIP Committee uses worksheet forms that are filled-out annually and submitted by department heads and committee chairs to identify potential capital requests and explain these project requests. Forms are tailored by the CIP Committee and the Planning Department to generate information that defines the relative need and urgency for projects, and which also enables long-term monitoring of the useful life and returns from projects. The CIP worksheet includes: a project description; the departmental priority if more than one project is submitted; the facility service area; the rationale for a project; a cost estimate; and potential sources of funding. The form is included in Appendix C. After written descriptions of potential capital projects are submitted, department heads or committee chairs are asked to come before the CIP Committee to explain their capital requests and priorities and to explore with the CIP Committee the alternative approaches available to achieve the optimum level of capital requests and improvements. In some cases no requests for capital projects were received and in others the information submitted was incomplete.

PRIORITY SYSTEM

The Committee established a system to assess the relative priority of projects requested by the various departments, boards, and committees. Each proposed project is individually considered by the Committee and assessed a priority rank based on the descriptions below:

"U"--Urgent	Cannot be delayed. Needed for health or safety.
"C"--Committed	Part of an existing contractual agreement or otherwise legally required.
"N"--Necessary	Needed to maintain basic level and quality of community services.
"D"--Desirable	Needed to improve quality or level of services.
"F"--Deferrable	Can be placed on hold until after 7-year period, but supports community development goals.
"R"--Research	Pending results of ongoing research, planning, and coordination.
"I"--Inconsistent	Conflicts with an alternative project/solution recommended by the CIP. Contrary to land use planning or community development goals.

Table 3 contains the projects considered by the Committee, by Town Department. The information in Table 3 represents all requests for capital projects submitted by each municipal division to the CIP Committee. The 'CIP Committee Priority Recommendations' in the column to the far right describes the rank assigned by the CIP Committee to each of these projects within the seven categories of relative project priority.

**TABLE 3
SUMMARY OF PROJECTS REQUESTED**

	Department/Project	Department Cost Without Debt/Revenue	Starting Year (Dept. Request)	Financing Method (Method Recommended By Department)	CIP Committee Priority Recommendations						
					U	C	N	D	F	R	I
All Requests By Municipal Entities -- In the Order Requested											
I.	ADMIN./GEN'L GOVERNMENT										
a.	Municipal Buildings Capital Improvements	Unknown	2002	Capital Reserve, Warrant Article						X	
b.	Future Needs General Capital Reserve	\$600,000	2004	Capital Reserve Warrant Art.			X				
c.	Municipal Building Capital Reserve	\$300,000	Existing	Capital Reserve Warrant Art.--		X					
II.	POLICE DEPARTMENT										
a.	Police ACO Truck (1)	\$25,200	2001	1-Year Appropriation	X						
b.	Cruiser Replacement (1)	\$28,290	2001	1-Year Appropriation	X						
c.	New Police Station Building	\$1,200,000	2001	-						X	
d.	New Copy Machine	\$12,500	2001	1-Year Appropriation		X					
e.	Cruiser Replacement (2)	\$60,000	2002	1-Year Appropriation		X					
f.	Cruiser Replacement (2)	\$60,000	2003	1-Year Appropriation		X					
g.	Cruiser Replacement (2)	\$60,000	2004	1-Year Appropriation		X					
h.	Cruiser Replacement (2)	\$60,000	2005	1-Year Appropriation		X					
i.	Cruiser Replacement (2)	\$60,000	2006	1-Year Appropriation		X					
j.	New ACO Truck (1)	\$30,000	2007	Not Scheduled (Unclear /Incomplete Information)							
k.	Cruiser Replacement (2)	\$60,000	2007	1-Year Appropriation		X					
l.	New Copy Machine	\$15,000	2008	1-Year Appropriation Not Scheduled (Off Schedule)							
m.	Cruiser Replacement (2)	\$60,000	2008	1-Year Appropriation Not Scheduled (Off Schedule)							
III.	FIRE DEPARTMENT										
a.	Ambulance Fund (CR) Deposit	\$140,000	2000	1-Year Appropriation		X					
b.	2nd Set of HAZMAT Gear	\$30,000	2001	1-Year Appropriation	X						
c.	Ventilation System	\$12,000	2001	1-year Appropriation	X						
d.	2001 Fire Truck	\$250,000	2001	-	X						
e.	New Fire Sub-Station	Unknown		Unknown						X	
f.	Replace SCBA (Breathing Apparatus)	\$35,000	2001	1-year Appropriation		X					
g.	Airbag Lifting System	\$12,000	2002	1-year Appropriation			X				
h.	Fire Station Renovation	\$130,000	2004	Unknown						X	
i.	Fire Station 2nd Floor	\$750,000	NA	Unknown						X	
j.	2006 Fire Truck Replacement	\$300,000	2006	-		X					
k.	Town Vehicle Maintenance Garage	\$100,000	-	Unknown						X	

-- CONTINUED ON NEXT PAGE --

**TABLE 3
SUMMARY OF PROJECTS REQUESTED**

	Department/Project	Department Cost Without Debt/Revenue	Starting Year (Dept. Request)	Financing Method (Method Recommended By Department)	CIP Committee Priority Recommendations						
					U	C	N	D	F	R	I
	All Requests By Municipal Entities -- In the Order Requested										
IV.	HIGHWAY DEPARTMENT										
a.	90 HP Mower W Rotary Boom	\$45,000	2001	1-Year Appropriation			X				
b.	Mapping of Stormwater System	\$16,000	2001	1-Year Appropriation	X						
c.	Castle Hill Road Bridge	\$580,000	2002	1-Year Appropriation	X						
d.	1 Ton Dump Truck/Plow/Sander	\$44,649	2004	1-Year Appropriation		X					
e.	Willow Street Bridge	\$930,000	2004	1-Year Appropriation	X						
f.	36,000 CVW Dump truck/Plow/Sander	\$95,870	2005	Lease- Purchase			X				
g.	4 WD Backhoe	\$70,000	2005	1-Year Appropriation			X				
h.	Tallant Road Bridge	\$735,000	2006	1-Year Appropriation	X						
i.	1 Ton Diesel Pick-up w/Plow	\$29,139	2008	1-year Appropriation Not Programmed (Outside Schedule)							
j.	Reconstruct Hinds Lane	\$214,800	?	1-year Appropriation Not Programmed (Outside Schedule)							
V.	SOLID WASTE DISPOSAL										
a.	Recycling Building & Site Improvements (including a Sale)	\$360,000	2001	1-year Appropriation/ Revenue						X	
VI.	PARKS & RECREATION										
a.	No request	NA	NA	NA							
VII.	LIBRARY										
a.	New Library	\$943,250	2010	1-year Appropriation Not Programmed (Outside Schedule)							
b.	Handicap Accessibility Upgrade	\$34,000	2002	1-Year Appropriation						X	
VIII.	TAX COLLECTOR/ TOWN CLERK										
a.	Voting Machines	\$12,000	-	Request Withdrawn/ Not Programmed							
IX.	CEMETARIES										
a.	No request	NA	NA	NA							
X.	SCHOOLS										
a.	School Bldg. Maintenance Capital Reserve	\$100,000	2000 Annual	1-Year Appropriation/		X					
b.	Kindergarten	\$690,000	NA	Not Programmed						X	
c.	Memorial School Floor Tiles	\$65,000	2003	Adequacy Grant			X				
d.	Technology Program	\$75,000	2001	Adequacy Grant		X					
e.	Elementary School (Grade 1-5)	\$10,400,000	2000 to 2001	11-year Bond (& Building Aid & Impact Fees)	X						
f.	High School Review /Renovate	\$23,000	NA	Not Programmed						X	



LISTING AND DISCUSSION OF PROJECTS BY RECOMMENDED PRIORITY

"U"--Urgent: *Cannot be delayed. Needed for health or safety.*

- II.a. **Police/ Animal Control Officer (ACO) Truck.** - The purchase of this off-road 4X4 vehicle will provide enhanced emergency response and off-road capacity. The vehicle would be used for pick-up and transport of animals. The lease expired last year and was not replaced. The vehicle currently used for animal control is a high mileage cruiser which is not considered an appropriate vehicle for this type of work. The CIP committee recommends the purchase in FY2001.
- II.b. **Cruiser Replacement.** A 2-2 replacement cycle of police cruisers is recommended by the Police Chief, meaning that two vehicles are retired and replaced each year. One cruiser is proposed for replacement in 2001 along with the Police/ACO Truck in II.a. above. In subsequent years a 2-2 replacement of high mileage cruisers is based on the rationale that replacements will provide enhanced safety of officers and the public, improves service, and reduce high operating costs associated with the older high mileage vehicles. The CIP committee recommends one new cruisers purchase in FY2001.
- III.b. **Purchase 2nd Set of Hazardous Material (Haz-Mat) Response Gear.** The Fire Department requests a second set of gear in case one set is exposed to contaminants during an incident and must be sent out of Town for hazardous material decontamination.
- III.c. **Ventilation System in Fire Department Garage Bays.** There is a request for a physical system to evacuate diesel exhaust from the station. This is a flexible system that attaches to vehicle tailpipes. It can be dismantled and used in a new station should that alternative be realized. CIP committee recommends this purchase in FY2001.
- III.d. **2001 Fire Truck.** Starting in 2001 the Town is requested to approve replacement of a 1962 Ford Farrar with a front mounted pump, 500-gallon tank, and a 500-Gallon Per Minute (GPM) pump. The existing equipment is outdated and inefficient and presents excessive costs to repair. The new vehicle would be purchased through a lease-purchase program.
- IV.c. **Castle Hill Road Bridge.** Rehabilitation of this structure is urgently needed during FY2003. Rehabilitating this bridge enables this route to serve as an alternate detour route during the urgently need rehabilitation of the Tallant Road Bridge. Rehabilitation would be funded through a combination of anticipated state aid and a Bridge Repair Capital Reserve account. A 20 percent match is required to receive State bridge aid which will be applied for in conjunction with the next 10-Year State Transportation Improvement Plan (TIP) which will be completed in 2002.
- IV.e. **Willow Street Bridge.** This bridge is scheduled to be replaced in 2003. To be funded through combination of anticipated state aid and a Bridge Repair Capital Reserve.
- IV.h. **Tallant Road Bridge.** This bridge is scheduled to be replaced in 2004. To be funded through combination of anticipated state aid and a Bridge Repair Capital Reserve account. This project could not be addressed until Castle Hill Bridge renovation occurs because Caste Hill Bridge is needed to provide a detour route.

"C"--Committed Part of an existing contractual agreement or otherwise legally required.

- III.a. **Ambulance Fund.** A capital reserve account for ongoing funding of ambulance upgrades and enhancement.
- IV.b. **Stormwater System Mapping.** In conjunction with federal stormwater permitting requirements, an unfunded federal mandate under the NPDES section of the Clean Water Act, designated communities must develop a stormwater pollution prevention plan by March 2003. This request finances computerized mapping of municipal storm drain systems which will aid development of the plan, enhance understanding of discharges and provide for improved system operation and maintenance.
- X.e. **New Elementary School.** In 2000 the community approved \$10,373,00 in bond principal to enable elementary school construction. Based on current finance and revenue assumptions this project is committed through 2011.

"N"--Necessary: Needed to maintain basic level and quality of community services.

- I.a. **Municipal Building Capital Reserve.** Approximately \$661,500 is in a capital reserve for future work at the Mills property. The CIP recommends the restriction in the capital reserve that limits the expenditure of funds to the Mills property be removed via a warrant article to be placed before the voters in 2001. A warrant article will be proposed in 2001 to put additional funds in a municipal capital reserve account. The CIP Committee recommends as necessary this additional funding for future municipal space needs.
- II.d. **Police Department Copier Machine.** The Department proposes to purchase a copy machine to replace an existing machine that exceeds its current useful life.
- II.e-i.&k. **Cruiser Replacement.** The 2-2 cycle of replacement of cruisers has been recommended by the Chief of Police. This means that every year two existing police cruisers will be replaced with new vehicles. The annual two cruiser replacement schedule is recommended to start in FY2002.
- III.f. **Replace Old Set of Self-Contained Breathing Apparatus (SCBA) with an Enhanced Set.** The Fire Department requests a new set of gear to replace existing equipment. A new set consists of lighter weight tanks and updated regulators with more safeguards.
- III.j. **2006 Fire Truck.** The Fire Department requests a new truck to replace an existing 1972 Ford Farrar with front mounted pump (750 GPM) and 1,000-gallon tank. The existing equipment is substandard because tanks have leaked and the pumping capacity is low. This purchase would enhance capacity. Funding would be through a capital reserve.
- IV.c., e.,h. **Bridge Repair Capital Reserve.** The CIP Committee endorses the establishment of a bridge repair capital reserve account starting in 2001. Establishment of the account is necessary to fund the repair of three bridges on the state bridge repair list that are in critical need of repair or replacement, and to stabilize the tax rate.
- IV.d. **1 Ton Dump Truck/Plow/Sander.** Needed to replace a 1994 1 ton with 89,500 miles.
- X.a. **School Building Maintenance Capital Reserve.** The reserve fund is used to complete necessary school repairs, and to stabilize the tax rate.
- X.d. **Technology Program.** The School Board is in the process of revising the District's technology plan that was developed last year. This plan is used to outline the need for purchasing computers and audio visual accessories and the sequencing of upgrades and purchases. The Technology Plan is the overall technology plan for the school.

"D"--Desirable: Needed to improve quality or level of services.

- I.c. **Future Needs General Capital Reserve.** The CIP Committee advocates establishing a general capital reserve to help fund future capital requests and aid stabilization of the tax rate. The committee recommends that funds be used to establish this fund in FY2004.

- III.g. **Inflatable Air Bag Lifting System (an inflatable jack).** The Fire Department seeks this apparatus for enhanced emergency response capacity, such as in vehicle roll-overs.

- IV.a. **90 Horsepower Tractor with Rotary Boom Mower.** A mower for 140 miles of roadside (two lanes per road segment) is proposed because contractors are difficult to find and the purchase of a vehicle with a useful life of 20 years may be less expensive than procuring this service. Lease-purchase may be an option, although it is not proposed herein. The committee recommends funding in FY2002.

- IV.f. **2005 36,000 GVW Dump Truck/Plow/Sander.** This new vehicle addition proposed for 2005 through lease-purchase over a four year period would eliminate one hired truck for plowing sanding and construction work.

- IV.g. **New Four Wheel Drive Backhoe.** A backhoe purchased in 1990 with an excess of 10,000 hours would be traded-in while a backhoe purchased in 1997 would become the reserve unit in the yard to increase service and reduce operating costs.

- X.c. **Memorial School Floor Tiles.** Replace floor tiles at the Pelham Memorial School that were originally installed in 1964 which are severely worn.

"F"--Deferrable: Can be placed on hold until after 7 year period, but supports community development goals.

-- **NO PROJECTS RANKED "F" IN THE 2001 -2007 CIP.**

"R"--Research: Pending results of ongoing research, planning, and coordination.

- I.b. **Municipal Building (Capital Improvements).** A municipal center space solution is needed. This would provide funds in addition to the municipal building capital reserve.
- II.c. **New Police Station Building.** The police department has a need for a new building to replace existing facilities, expand existing service levels and provide new capacity. This project was not programmed because analysis and recommendations for a new station will be developed by the Municipal Building Committee.
- III.e. **Fire Sub-Station.** There is a need for a sub-station that can enable rapid response to under-served parts of Pelham. This project was not programmed because research into service areas, alternative potential locations, and the design and cost of this facility has not been completed.
- III.h. **Fire Station Renovations.** Includes interior renovations to provide living/ learning space and replacement of overhead doors. This project is deemed researchable, pending the findings and recommendations of the Municipal Building Committee.
- III.k. **Fire Department Maintenance Garage/ Municipal Maintenance Garage.** To reduce operating and maintenance costs, it is proposed to build a maintenance facility for all town-owned vehicles and equipment. This project was not programmed as it requires further research.
- X.f. **High School Renovation/ Addition.** Renovations are needed at the high school, both to maintain major facilities and better utilize the building space. An addition may also be needed to expand the facility for curriculum enhancement. Included in this project would be other major renovations that have been listed in the past. The School Board is preparing an architectural analysis of the potential programming at this building. Facilities repairs and improvements at the high school have been placed on hold pending the outcome of study, including replacing carpets and constructing a public auditorium for use by the school and community. Therefore, this project is pending further research.
- V.a. **Recycling Building & Site Improvements.** Preliminary plans have been developed to upgrade the recycling building and site, including new receptacles, processing apparatus, road, weighing scales and other improvements. Enhancing the facility may generate increased revenues from resource recovery which could be used to finance operations. This project was voted researchable, but no funds were programmed in the study period.
- VII.b. **Accessibility Upgrades on the Library Interior.** Vertical platform lifts are proposed in the building staircases. The Town has received complaints that the library is not handicap accessible
- X.b. **Kindergarten.** It is possible to add a kindergarten to either an existing school building or as part of new construction; however, the School Board has not completed its analysis of alternative project arrangements, including the architectural design and potential finance mechanisms. Pending further research and information.

"I"--Inconsistent: Conflicts with an alternative project/solution scheduled by the CIP. Contrary to land use planning or community development goals.

-- NO PROJECTS RANKED "I" IN THE 2001 -2007 CIP.

**SCHEDULE OF CAPITAL IMPROVEMENT PROJECTS
AND SCHEDULE OF NON-PROPERTY TAX REVENUES**

The attached schedule (Table 5 on the next page) displays the 7-year CIP schedule developed by the Committee. It includes (a) project name and sources of revenue; (b) the priority rank of the project; (c) annual expenditures and revenues; (d) a 7-year expenditures total; (e) a 7-year revenues total; (f) the total cost of the project (including interest, where applicable); (g) outstanding revenues; (h) net balance to be paid by the Town beyond the 7-year period; and (i) unprogrammed projects that fall within the seven year timeframe. The bottom of the table shows the total capital expenditures, the projected assessed valuation, and the annual tax rate impact of those projects programmed in any given year.

Table 6 shows the net assessed value of real property in Pelham over the last 11 years. The projected assessed valuation in the CIP schedule is based on the average annual growth rate of the net taxable valuation of the Town, excluding the large increase in 1997 due to the revaluation. Between 1989 and 1995, the average annual growth rate was 2.7 percent. A figure of 2.7% annual growth in the local assessment was used in the schedule in Table 5.

**TABLE 4
NET TAXABLE VALUE, 1989-99**

	Net Taxable Value	Change
1989	\$246,015,583	-
1990	\$256,148,295	4.1%
1991	\$262,553,885	2.5%
1992	\$265,502,888	1.1%
1993	\$273,729,995	3.1%
1994	\$278,706,341	1.8%
1995	\$283,494,782	1.7%
1996	\$289,772,131	2.2%
1997	\$497,981,665	71.9%*
1998	\$511,943,800	2.8%
1999	\$536,672,781	4.8%
	Average Annual Change, 1989-99	2.7%*
	Average Annual Change, 1994-99	2.7%*

Source: Town Annual Reports

*The large increase in net taxable value was due to a town-wide reassessment between 1996 and 1997. The jump in 1997 was excluded in calculations of the average annual tax rate increase for the 10 and five year periods.

CONCLUSIONS AND RECOMMENDATIONS

The Program of Capital Expenditures herein provides a guide for budgeting and development of Pelham public facilities. The Planning Board will review and update the CIP each year prior to budget deliberations. The CIP may be modified each year based on changes in needs and priorities. As noted above, there are projects proposed where the CIP Committee has resolved that there is not enough information to make a recommendation concerning a proposed capital project. These are topics that in the opinion of the Committee should be addressed in further detail.

In 2000 the CIP Committee unanimously endorsed the adoption of an impact fee schedule for development of a new elementary school. The 'Elementary School Impact Fee' can only be used to fund the portion of the facility cost attributable to new development. Impact fees can not be used to cover the cost of operation, maintenance and repairs or facility replacements that do not increase the capacity or level of service.

The CIP Committee has recommendations to improve the effectiveness of the next round of capital facilities programming. It is proposed that the Planning Department conduct training workshops with Town department heads, boards and committee chairs to educate them about how to evaluate their departmental capital requests and fill-out requests for capital projects for inclusion in the CIP. Problems include requests not being submitted from a municipal division, or there are incomplete or unclear submittals. Often the CIP Committee does not receive enough information on the forms that are submitted to comprehensively evaluate projects. To improve reporting the Committee could initiate the CIP planning process earlier in the spring or summer.

The CIP Committee seeks to increase its capacity in evaluating the fiscal impacts of projects and the returns on investment of public funds in capital facilities replacement and development. Towards this end one piece of information the Committee seeks to understand is how a project is proposed to be funded and if specific funding sources have been identified.

There also may be merit in attempting to track the performance of investments in facilities renovation or upgrades and also monitoring and forecasting when replacements or upgrades may be necessary in the future. One recent external development that could impact the municipality is the Government Accounting Standards Board (GASB) adoption of Statement 34 protocols for reporting infrastructure assets. The program's objective is to promote more consistent evaluations of municipal financial conditions by providing more detailed and relevant information on the characteristics and conditions of capital equipment. The CIP planning process may provide a forum for encouraging the development of capital asset inventories, accounting for the value of these assets and tracking the useful life and depreciation of municipal equipment and infrastructure.



APPENDIX A

N.H. REVISED STATUTES ANNOTATED

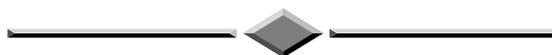
Chapters 674: 5-8

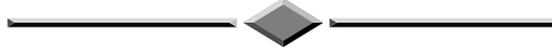
Capital Improvements Program

and

Chapter 674: 21

Innovative Land Use Controls

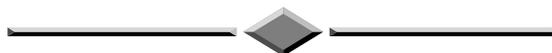




APPENDIX B

CONCLUSIONS AND RECOMMENDATIONS

1992 Pelham Master Plan



PELHAM MASTER PLAN

CONCLUSIONS AND RECOMMENDATIONS

The Town of Pelham approaches the 21st Century on the downside of a long period of growth and change. The building booms of the 1970s and 1980s transformed Pelham into a primarily residential bedroom community for the growing employment centers of Nashua and Lowell. The focus of most planning efforts during those years was directed at strategies to manage the impacts of growth on the local landscape and economy. In recent years, growth has slowed and economic problems have multiplied. Unemployment, depressed property values and strained municipal budgets, along with environmental concerns dominate the agendas of local officials. While it is not possible to predict the events that will shape the next ten years with scientific accuracy, this Master Plan is based on an assumption that the coming decade will one of relative stability.

Over the next ten years, Pelham is not expected to experience substantial growth or decline. Commercial and industrial growth is expected to increase, environmental protection will be further enhanced, housing and recreational opportunities will expand. Through changed local land use regulations, Pelham will also manage to retain its rural/residential character by conserving its prominent natural and historic resources, enhancing the aesthetic qualities of its built areas and minimizing congestion on its streets. The Pelham of ten years hence will not be much larger, but it will be a more diverse and balanced community capable of meeting a wider range of its citizens' needs. Conclusions and recommendations for each section of the Master Plan are provided below.

POPULATION

During the course of its history, Pelham's population has entered into periods of rapid increase, periods of decline, and a long period of stability before returning to a period of rapid growth in the recent past. During the 1990 to 2000 period, the town is expected to experience only modest increases in population. Indeed, the Office of State planning projections of 10,659 for the year 2000 and 11,397 for the year 2010 may be excessively high. For planning purposes, however, it is necessary to anticipate increases in population so that adequate public facilities and services can be provided. In addition to overall population levels, it is also necessary to consider the composition of the population. Over the planning period, the composition of Pelham's population is not expected to change significantly. In terms of age, family size and type and other factors, Pelham will continue to approximate regional norms consistent with general population trends.

NATURAL RESOURCES RECOMMENDATIONS

The Town of Pelham is endowed with a diverse natural resource base. While the Town has made substantial progress in the protection of the natural assets of the community, there is always room for improvement. The following recommendations are made to assist the Town in effectively managing its natural resources to maintain a balance between competitive uses and promote the highest use of the Town's water resources. The recommendations represent both regulatory and non-regulatory conservation methods.

Topography

1. Amend the zoning ordinance to require erosion and sediment control plans for all construction on 15-25% slopes, particularly in sensitive areas adjacent to wetlands or surface waters.
2. Conduct an investigation of alternative local land use regulation techniques for minimizing the negative impacts of development on slopes in excess of 25%.
3. Consider developing programs to protect and provide public access to the high elevation areas in the community. These locations often provide scenic views of the surrounding countryside.

Mining and Construction Materials

The 1989 amendments to the excavation regulations, RSA 155-E, require each Master Plan to contain a section on mining and construction materials. Excavations are a permitted use in the industrial district and are allowed as a special exception in all other districts of the Town. The Town's current excavation regulations are not in compliance with state statute.

1. Amend the excavation regulations to bring them into compliance with the recent amendments to RSA 155-E. Minor revisions are required to the definition section; the terminology needs to be changed throughout from restoration to reclamation; and abandoned excavations need to be defined and addressed.
2. Include setbacks for excavations and associated processing operations in the zoning ordinance to protect surface waters and wetlands.

Wildlife

1. Maintain the variety and quality of wildlife habitats to ensure a diverse combination of plant and animal species throughout the community.
2. Protect the habitats of threatened and endangered species. Limited information on the locations of these species and their habitats can be obtained from the NH Natural Heritage Inventory. Threatened and endangered species are extremely susceptible to changes in habitat. The continued presence of these species and communities within the Town depends upon the maintenance of their habitats.
3. Promote conservation of interconnected habitat areas that will provide wildlife corridors along which animals can travel from one area to another. Wildlife corridors can be conserved through the acquisition of specific parcels or easements and through sensitive development practices.
4. Consideration should be given to amending the Subdivision Regulations to encourage the provision of conservation easements or set-asides to protect important wildlife habitats and facilitate connections to other existing or potential conservation areas.
5. Identify animal crossings along major roadways and post appropriate signage.

Visual Resources

1. Identify the significant visual resources within the community. The Conservation Commission could conduct an inventory of the views and vistas within the community.

2. Amend the subdivision and site plan review regulations to include consideration of the impact of the proposal on the identified significant visual resources. The review process can be used to evaluate placement of buildings and structures such that the ridgelines of hills or vistas of streams, lakes or ponds are protected.
3. Determine the need for obtaining conservation easements or fee simple ownership to protect important views and vistas.

Existing Conservation Lands

1. Actively manage the existing conservation lands to ensure continued quality of wildlife habitat, open space and recreation.

Implementation Techniques

In order to protect wildlife habitats, scenic vistas, and other sensitive lands, several different methods of achieving conservation can be pursued at the local level. The appropriateness of any alternative depends on the nature of the resource, the financial constraints of the community and the willing-ness of the citizens. Some of the alternative which should be considered include the following:

1. Acquisition of sensitive lands.
2. Acquisition of protective or restrictive easements on sensitive lands such as wildlife habitat, farmland or scenic vistas.
3. Encourage voluntary contributions of sensitive land or easements upon them.
4. Encourage open space developments which are designed to conserve a minimum of 40% or 50% of the total land and within a development as open space. Such open space can include important sensitive lands.
5. Amend the Town's subdivision regulations to require contributions toward park land and open space as permitted under RSA 674:36.
6. Develop a purchase-of-development rights program which would allow the rights to develop a parcel comprised of sensitive lands, such as farmland or important wildlife habitats, to be purchased while leaving the land in private ownership.

Water Resources

The following recommendations are made to eliminate or minimize the potential negative impacts and to conserve the Town's water resources. The Town's Water Resources Management and Protection Plan prepared in 1988, contains additional recommendations for several specific areas related to water resources conservation.

Surface Water

1. Develop and adopt comprehensive shoreland protection regulations that will regulate permitted/prohibited uses, establish setbacks for structures, parking areas and other site developments, and restrict cutting along the shore for thinning and to create openings. This list represents some of the most important considerations for protecting shore-lands; however, it does not

encompass all activities with an impact on the shoreland zone. Shoreland regulations protect water quality by decreasing the potential for erosion, by providing buffers to filter sediments and nutrients from runoff, and by conserving the natural undeveloped character of the shoreline.

2. Require erosion and sediment control plans for all developments resulting in a significant disturbance of soils, particularly in areas adjacent to surface waters and areas with slopes greater than 15%. In addition, provide adequate inspection to ensure proper installation and maintenance of the control measures.
3. Develop and implement a comprehensive road salt application and management program to limit or prohibit applications in sensitive areas of Town.

Wetlands

1. Develop and adopt septic system setbacks from wetlands greater than those required by the State as follows:
 - a. systems located entirely or partially in highly permeable soils (a permeability of 6 inches per hour throughout as indicated in the USDA Soil Survey of Hillsborough County, NH Eastern Part, 125 feet;
 - b. systems located entirely or partially in somewhat poorly drained soils, moderately well drained soils or soils with a restrictive layer and a slope of 8% or greater - 100 feet.

Groundwater

1. Work with the adjacent communities to develop consistent regulations to protect the most productive intermunicipal aquifers. Protection of this groundwater resource will require cooperation and coordination between the communities with potential impact.
2. Examine the issue of establishing residential densities in the aquifer areas at a level sufficient to protect the groundwater from contamination by human wastes.
3. Conduct an underground storage tank (UST) inventory, that will supplement the information collected at the State level, to identify the location and contents of USTs in the community.

Water Supply

Pelham's groundwater resources have the potential to serve as a public water supply for both the town and for surrounding communities. This potential public water supply is one the town's most important assets. To adequately protect, manage and utilize this resource, the following specific steps should be undertaken:

1. Participate in the Well Head protection program.
2. Establish a Water and Sewer Commission to develop and implement a water supply and sewage disposal management plan.

HOUSING

The population and housing characteristics described in the housing chapter present broad implications for the availability and affordability of housing in Pelham and within the region. In general, the City of Nashua and a few adjacent communities are providing the bulk of the region's new housing units as well as providing for the most diverse types of housing within the region. Pelham, like many of the communities in the region, is becoming less diverse as opportunities for housing types other than high priced, low-density single-family homes diminish.

Both the lack of alternative housing types as well as the lack of afford-able housing in Pelham and the region are problems that are rooted in the rapid growth experienced during the last few decades. In communities such as Pelham, urban housing needs have been confronting essentially rural conditions and a lack of adequate infrastructural support. Any effort to expand housing opportunities requires first, a recognition and acceptance of the region's existing conditions, and second, an assertive attempt to direct development for the benefit of all of the region's residents into the areas best suited for differing types of development.

Market and geographical factors may play the greatest role in reducing the diversity of the housing stock of most of the region's communities. Another major influence, however, is local land use control. Local land use regulations have clearly had an impact on the distribution and availability of housing as can be seen in the patterns of population growth and new housing construction presented in this chapter. While housing prices were rising in the early and middle 1980s, the rate of increase of new homes constructed declined. Likewise, the trend in previous decades toward a more varied housing stock was reversed during the 1980s, even though condominium prices and rents were increasing rapidly.

If housing were to be viewed in isolation of other factors, it may appear that local land use controls have had an undue influence on housing affordability and availability in Pelham. For Pelham, however, the development of local land use controls has been a lengthy and on-going process designed to restrain unchecked growth, retain its rural/agricultural and historic character, avoid the degradation of its natural resources and to generally preserve the essence of the Town. Land use regulations are designed to serve a variety of functions and often, to achieve what seem to be contradictory or conflicting goals. Such is the nature of regulation generally. Pelham's challenge is to expand its housing base without degrading its character, environment or economic structure.

Strategies for Meeting Pelham's Housing Needs

In recent years, the Town of Pelham has taken important strides in providing housing for the Town's younger families and elderly citizens, and others through the allowance for accessory housing (in-law apartments) in all residential areas. The Town also permits, as has been noted, some opportunities for multi-family housing. The relationship between changing lifestyles and housing, however, needs to be continually addressed. Several alternatives need to be examined to determine which maybe the most effective and realistic to broaden the housing base of the Town and better respond to the needs of its citizens. Of the alter-natives described in the Regional Housing Needs Assessment, the adoption of an ordinance to permit the development of planned unit or residential development appears to be the most promising. A general description of such development types is provided below:

1. Planned Residential Developments

Planned Residential Developments are a development pattern that allows residential developments to be designed in a way that "clusters" housing units together in a pattern that does not provide the same minimum lot size or setback requirements that apply to conventional developments. While the

individual house lot or private yard area dedicated to each unit is usually smaller than those found in conventional tract developments, the overall density is usually the same. Densities are calculated by considering the total land area of the development, including common areas, in relation to the total number of units, rather than considering only the amount of land exclusively dedicated to each individual unit. Planned residential developments are often also referred to as planned unit developments or as open space developments.

2. Consideration should be given to alternative innovative land use controls such as inclusionary housing and affordable housing exactions.
3. The planning Board should monitor the development of the approximately five-hundred approved building lots and determine their potential impact.

TRANSPORTATION

The transportation issues confronting Pelham are concentrated primarily in the vicinity of N.H. Route 38. In recognition of the growth of the Route 38 area, the N.H. Department of Transportation, funded a Route 38 Corridor Plan, completed by the Nashua and Rockingham Regional Planning Commissions, to analyze conditions and plan for improvements in the vicinity. The completed Plan is adopted as part of the Master plan by reference. Short and long-term recommendations are summarized below.

Short-Range Highway Improvements

Based upon the intersection capacity and visual observation of intersection deficiencies included in Chapter V, the following short term recommendations were developed for Route 38 intersections.

1. Old Gage Hill Road North - Improve signage, reduce vegetation and install a flashing beacon to mitigate limited sight distance from Old Gage Hill Road.
2. Main Street and Old Gage Hill Road South - Widen the Route 38 southbound approach and stripe for a separate right-turn lane. Provide pavement markings for a right turn lane on Main Street, along with some widening for storage. Improve the striping for left turns from Route 38 in both directions.
3. Willow Street and Highland Avenue - Change the lane configuration on Route 38 to provide exclusive left and joint right/through lanes. Widening and realignment of the intersection will be required to implement this. Widen the Willow Street approach somewhat to provide better separation of left and right/through traffic.
4. Jericho Road - The paved shoulder on the Route 38 southbound approach should be widened, or a separate turn lane constructed, to allow through traffic to pass stopped vehicles turning to Jericho Street. Curbing should be provided in order to achieve safer driveway access to the convenience store.

Development Policy Recommendations

A set of development policy recommendations were made for governing future growth along the Route 38 corridor, as detailed on the following page.

1. Prohibit the construction of dead-ended streets which are designed to remain so permanently.

2. Strengthen setback requirements to New Hampshire Department of Transportation standards. A 100 foot setback would be required for the Route 38 corridor.
3. Increase frontage requirements in order to minimize curb cuts along Route 38.
4. Work toward the construction of service roads running parallel to Route 38.
5. Encourage "planned commercial development", whereby several business are served by a single access point.
6. Review multi-commercial developments as subdivisions, utilizing generally accepted engineering standards for the regulation of parking areas and traffic circulation.
7. Require new commercial developments along Route 38 to provide access to a local collector street, where possible.
8. Consider the formation of a Driveway Access Review Committee to review all proposals for safety and compatibility.
9. Enact stricter landscaping standards.
10. Establish a municipal impact fee district for the Route 38 corridor.

Long-Range Highway Improvements

Considerable growth along the Route 38 corridor is forecasted for the twenty year study period. Based upon capacity analysis of the future projected conditions, the following long-range corridor plan is recommended.

1. Route 38 should eventually be widened to a three or four-lane cross section through its major activity centers from the Massachusetts border to just north of Main Street.
2. Consideration should be given to the signalization of the Jericho Road intersection.
3. A complete upgrade of the Old Gage Hill Road North intersection should be considered. An alternative would be to prohibit left turns onto Route 38 and direct traffic to Young's Crossing for this purpose.
4. Maintain an updated capital improvements program with a transportation improvements component.

Other Highway Improvements

5. Consider improvements to enhance access to the industrial park at Mammoth Road.

COMMUNITY FACILITIES

Although substantial growth is not anticipated over the next decade, Pelham is nevertheless faced with needed public facility expansions and improvements for most municipal functions and for the school district. Furthermore, as is under-scored elsewhere in the Master Plan, the future of the town in many ways hinged on its ability to provide public water and sewer service to its commercial, industrial and densely developed areas. The following recommendations are intended to address these key areas.

1. A town water and sewer commission should be formed to investigate public water and sewer implementation alternatives. The commission should be adequately staffed and supported.
2. A comprehensive space needs study and plan is necessary to allow future public facility expansions and improvements to be made in a timely and cost efficient manner. The existing town and school district committees and boards should be supported and encouraged to complete their efforts.
3. The Planning Board should amend its subdivision regulations to require that parks, playgrounds or open space of adequate proportions be provided as a part of residential subdivision development where appropriate.

ECONOMIC DEVELOPMENT

The economic well-being of a community is dependent on a broad range of influences, most of which are beyond its control. While Pelham is only a small part of the economies of the Nashua and Lowell regions, it nevertheless has a role to play in the area of economic development for the benefit of the region generally, and for its citizens in particular. Of principal concern to the Town is the necessity of providing expanded business and employment opportunities for Pelham residents. Expanded business and employment opportunities require sufficient and appropriately zoned land and adequate infrastructure support. Of primary importance to commercial and industrial growth are transportation, water and sewer improvements. In order to strengthen the tax base, however, it is also essential that commercial and industrial development occur in a manner that does not detract from the rural and residential qualities of Pelham which enhance its desirability. Specific recommendations to address these local concerns are provided below. The following recommendations necessarily overlap with those provided in other portions of the plan.

Employment

Pelham's high unemployment rate is the result of job losses within the Town as well as within the region. It is essential that the town provide expanded opportunities for business and industry to benefit town residents and region as a whole. Expanded business opportunities imply the need for additional appropriately zoned land that is adequately serviced by public facilities. Specifically, the Town should implement the following:

1. Appoint a sewer and water commission to actively pursue and manage the development of a public water and sewer system to service existing and potential commercial and industrial areas within the Town.
2. Consideration should be given to the expansion of existing business and industrial districts to ensure that sites of adequate proportion are available to attract potential businesses and industries as well as to provide for the expansion of existing enterprises.

Wages

In addition to concern for employment generally, attention must be paid to type of employment gained or lost in relation to wages and income. Average wages in manufacturing are approximately 38% higher than in non-manufacturing industries. Jobs in this sector, however, have declined at a higher rate than non-manufacturing over the past few years. To attract higher-paying manufacturing jobs, it is necessary to provide relatively large sites with good access to the highway system which can be developed with minimal interference from less intensive land uses.

Other types of industries which the Town should seek to attract include research and development enterprises and business and professional offices. While retail and service sector employment is an important part of the economy, such businesses are relatively low-paying and are already well represented in the community.

Tax Base

The strength of a local tax base is dependent on the value of the land and buildings. Land uses are assessed differently for tax purposes. Differing land uses also result in differing burdens on the municipality to provide facilities and services. For a predominantly residential community such as Pelham, it is important to broaden its commercial and industrial base. Residential development, however, will continue to be the largest portion of the tax base for the foreseeable future. The strength of the tax base, therefore, also depends on enhancing the value of all types of development. To attract higher quality development, Pelham must maintain an attractive and desirable environment within which to live and work. An emphasis should be placed on the conservation of Pelham's important natural and historic features which contribute to its character. Consideration should also be given to the aesthetic impact of newer development.

In addition to building up its tax base through balanced development, Pelham should also consider the financial impacts of growth. Appropriate land use controls can minimize such burdens by discouraging development patterns which result in excessive public service or facility costs. Scattered or premature subdivision development, for example, can require a town to provide services in a highly inefficient manner. Poor site planning for commercial developments can result in unnecessary expenditures for public safety and road improvements. Both residential and non-residential developments can also be expected to pay their fair share of improvements which are required as a result of their impact on the community.

Required off-site improvements as well as impact fees are permissible under state law when applied under appropriately developed local ordinances and regulations.

HISTORIC RESOURCES

Pelham is endowed with a wealth of historic resources. In addition to reflecting the Town's varied history, Pelham's historic buildings and sites are an essential component of the contemporary landscape. The following recommendations are intended to assist the town in preserving these important, but sometimes overlooked resources.

1. Conduct a comprehensive townwide historic resources survey. Information should be updated periodically to indicate changes to buildings, including remodeling, fire, demolition or changes to surroundings.

2. The Town should continue to encourage the protection, enhancement and rehabilitation of significant architectural and historic resources such as the Town Hall, Library, Butler Monument, Town Common and cemeteries. Any building changes, site improvement or other alteration (especially to town owned buildings) should respect the historical qualities of the structure.
3. Historical interest and pride should be promoted in a variety of ways including:
 - photographs and exhibits in public places;
 - markers and dates at historic structures;
 - brochures describing local history;
 - tours of historic structures and sites;
 - local history courses in the school curriculum;
 - oral history projects;
 - support of the Pelham Historical Society;
 - celebration of the Town's 250th anniversary in 1996.
4. Copies of literature from the State Historic Preservation Office regarding appropriate rehabilitation techniques should be placed on file in the Town Hall and made available by the Historical Society to encourage the sensitive rehabilitation/renovation of older homes and buildings.
5. Encourage National Register listing for eligible local structures, including appropriate private residences.
6. Continue to locate, identify, catalogue, preserve and protect town records, documents, manuscripts and artifacts and provide a suitable and safe repository for them. Early handwritten records should be reproduced (transcribed or microfilmed but not photocopied) and copies kept in more than one location. Make collected historical information (in a protected environment) accessible to town residents and future generations.
7. Encourage the use of innovative land use controls including planned residential development and partial development to conserve open space and minimize the visual impact of new development on significant historic areas, open space and scenic views.
8. Consider the acquisition of available, significant property for conservation and preservation purposes in limited but critical cases.
9. Promote the donation of easements by historic property owners to a designated authority such as the conservation commission, or established land trust such as the Society for the Protection of New Hampshire Forests.
10. Encourage archaeological investigation/documentation in Pelham including historic and prehistoric sites and cemeteries.
11. Promote the work of the town cemetery trustees and the preservation and protection of the Town's historic graveyards and private burying grounds including retention of the natural vegetation, preservation of the dry laid stonewalls and retention of the small stones used as footstones and children's headstones.

12. Promote the collection, preservation and protection of oral histories and early photographs and encourage the continued recording of townspeople and structures for permanent reference.
13. The Town should consider the establishment of a heritage commission to encourage the protection and appropriate use of Pelham's cultural resources and esthetics as well as historic resources. Attention in particular, should be focused on Town Center.

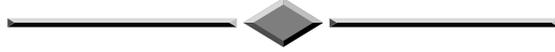
LAND USE

The land use patterns seen today in Pelham reflect the response of its early inhabitants to the natural conditions of the terrain. Development has spread throughout the community wherever land has been relatively easy to develop and has avoided the steep slopes and wetland concentrations which are also well distributed. The ways in which the people of Pelham have shaped and used the landscape, however, has changed considerably over time in response to changes in technology, lifestyle and economics. As Pelham began the transformation from a rural and agricultural community into a suburban bedroom community, much of the diversity of land uses of the past was replaced by single-family home development. Residential development consumes over 75% of the developed land in town. The extent of much of the residential development that has taken place has detracted from the landscape and the rural character of the town due to the large amounts of farmland, woodland and existing road frontage consumed by it.

Commercial and industrial uses, in contrast, consume only a fraction of the area devoted to residential uses. These areas are highly visible, however, since they are developed in thin strips, primarily along the Town's major arterial road. Furthermore, expansion within existing commercial and industrial districts is limited due to their small size, conflicts with other land uses, and a lack of infrastructure support. To address these issues, the following recommendations are provided.

1. Develop public water and sewer in commercial and industrial areas to attract a wider variety of businesses and industries while minimizing potential environmental threats.
2. Amend the zoning ordinance to permit so called Open Space Developments which encourage the preservation of farmland, woodlands scenic areas and other resources without resulting in increases or decreases in density.
3. Continue to utilize soil types and other natural constraints to guide residential development patterns and to determine densities within specific sites.
4. Investigate alternative land conservation techniques such as the purchase-of-development-rights to conserve important natural and man-made features of the landscape.
5. Increase the depth of the existing business districts where possible.
6. Encourage the use of parallel roads (service roads), side streets and intra-site driveways within commercial developments.
7. Increase frontage requirements along major arterials while decreasing frontage requirements along new local streets to encourage parallel (service) and alternative street construction.

8. Provide transitional zoning districts for light commercial uses and/or additional Recreation-Conservation-Agricultural districts to serve as buffers between industrial and residential areas.
9. Consider the creation of a new business district on Mammoth road adjacent to the existing industrial district in the northwest corner of town.
10. Consider the changing the existing Rural district into an industrial or commercial district.
11. Develop public water and sewer to allow densities to be increased in commercial and industrial areas.
12. Avoid the linear expansion of business districts along Route 38 to limit continued strip development.
13. Encourage or restrict parking areas to the rear of commercial sites to improve the aesthetic quality of business districts.
14. Develop design guidelines and review procedures as a part of the site plan review process.
15. Consider classifying existing business districts into differing business districts of varying intensities to reflect traffic and land use conditions and to increase the variety of business enterprises within the town.



APPENDIX C

PELHAM CIP PROGRAM

Capital Project Worksheet and Submission Form



TABLE OF CONTENTS

Introduction	1
Financing Methods	3
Identification of Department Capital Requests	4
Priority System	4
Listing and Discussion of Projects by Recommended Priority	7
Schedule of Capital Improvement Projects and Schedule of Non-Property Tax Revenues.....	12
Conclusions and Recommendations.....	15

LIST OF TABLES

Table 1	Pelham Population, 1990-2020	2
Table 2	Municipal and School Capital Outlay and Debt Service, 1986-1999.....	2
Table 3	Summary of Projects Requested	5
Table 4	Net Taxable Value, 1989-99	12
Table 5	Schedule of CIP Projects, 2001-2007, Annual Costs and Revenues.....	13

LIST OF APPENDICES

Appendix A	NH Revised Statutes Annotated, Chapters 674:5-8 & 674:21
Appendix B	Conclusions and Recommendations, 1992 Master Plan
Appendix C	Capital Project Worksheet and Submission Form