

**CAPITAL IMPROVEMENTS PLAN**  
**2002-2008**  
**FINAL**

**Prepared by the Pelham Capital Improvements Plan Committee:**

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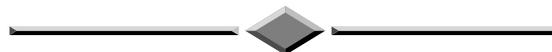
**With Assistance from the Nashua Regional Planning Commission**

**Adopted by the Pelham Planning Board on 09/17/01**

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## PELHAM CAPITAL IMPROVEMENTS PLAN 2002-2008

### 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.

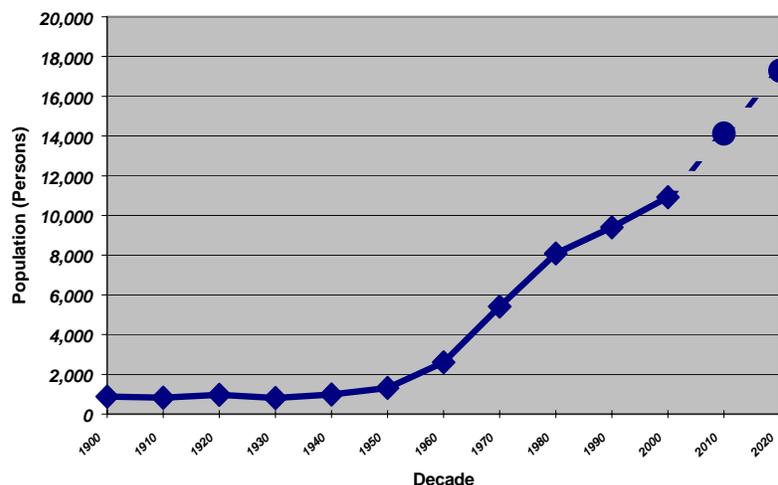
A CIP is an advisory document that can serve a number of purposes, among them:

- (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 (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 2000 the rate of growth has abated slightly, falling short of the 1997 NH Office of State Planning (NHOSP) projection for the year 2000, with a population of 10,914 vs. a projection of 11,506. The Town must still 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. Over the last 10 years the rate of growth in population has averaged about 1.6% per year.

FIGURE 1

**Pelham Historical & Projected Population**  
1900 to 2000 & 2010 to 2020



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

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

| Historical U.S. Census Population |            |          | NHOSP Projections |            |          |
|-----------------------------------|------------|----------|-------------------|------------|----------|
| Year                              | Population | % Change | Year              | Population | % Change |
| 1900                              | 875        | -        | 2005              | 13,082     | 19.9%    |
| 1910                              | 826        | -5.6%    | 2010              | 14,118     | 7.9%     |
| 1920                              | 974        | 17.9%    | 2015              | 15,730     | 11.4%    |
| 1930                              | 814        | -16.4%   | 2020              | 17,285     | 9.9%     |
| 1940                              | 979        | 20.3%    |                   |            |          |
| 1950                              | 1,317      | 34.5%    |                   |            |          |
| 1960                              | 2,605      | 97.8%    |                   |            |          |
| 1970                              | 5,408      | 107.6%   |                   |            |          |
| 1980                              | 8,090      | 49.6%    |                   |            |          |
| 1990                              | 9,408      | 16.3%    |                   |            |          |
| 2000                              | 10,914     | 16.0%    |                   |            |          |

Sources: U.S. Census for 1900 to 2000.  
New Hampshire Office of State Planning (NHOSP) population projections 1997.

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, 1986-2000**

| YEAR | MUNICIPAL EXPENDITURES      |             |                    |             |                          | SCHOOL DISTRICT EXPENDITURES* |             |                    |             |                          | TOTAL EXPENDITURES          |             |                    |             |                          |
|------|-----------------------------|-------------|--------------------|-------------|--------------------------|-------------------------------|-------------|--------------------|-------------|--------------------------|-----------------------------|-------------|--------------------|-------------|--------------------------|
|      | CAPITAL<br>OUTLAY<br>& DEBT | %<br>CHANGE | OPERATING<br>COSTS | %<br>CHANGE | CAPITAL<br>% OF<br>TOTAL | CAPITAL<br>OUTLAY<br>& DEBT   | %<br>CHANGE | OPERATING<br>COSTS | %<br>CHANGE | CAPITAL<br>% OF<br>TOTAL | CAPITAL<br>OUTLAY<br>& DEBT | %<br>CHANGE | OPERATING<br>COSTS | %<br>CHANGE | CAPITAL<br>% OF<br>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%                     |
| 2000 | \$569,909                   | 21.3%       | \$3,719,699        | 10.8%       | 13.3%                    | \$79,894                      | 30.9%       | \$12,355,949       | 3.1%        | 0.6%                     | \$649,803                   | 22.4%       | \$16,075,648       | 4.8%        | 3.9%                     |

Sources: Town of Pelham, NH Annual Town Reports  
\*School district figures are for the school year (e.g. 2000 = school year 99/00).

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 2002-2008 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, who 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 2002 to 2008 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. 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 offsetting 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 fill information gaps, explain their capital requests and priorities in detail and to explore with the CIP Committee the alternative approaches available to achieve the optimum level of capital requests and improvements while maintaining a level tax rate as possible while funding needed improvements.

## 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:

|                          |   |
|--------------------------|---|
| <b>"U"--Urgent</b>       | Cannot be delayed. Needed for health or safety.   |
| <b>"C"--Committed</b>    | Part of an existing contractual agreement or otherwise legally required.  |
| <b>"N"--Necessary</b>    | Needed to maintain basic level and quality of community services.   |
| <b>"D"--Desirable</b>    | Needed to improve quality or level of services.   |
| <b>"F"--Deferrable</b>   | Can be placed on hold until after 7-year period, but supports community development goals.  |
| <b>"R"--Research</b>     | Pending results of ongoing research, planning, and coordination.  |
| <b>"I"--Inconsistent</b> | Conflicts with an alternative project/solution recommended by the CIP.<br>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 |    |  |
|             | <b>All Requests By Municipal Entities -- In the Order Requested</b> |                                      |                               |   |  |   |   |   |   |   |   |    |  |
| <b>I.</b>   | <b>ADMIN./GEN'L GOVERNMENT</b>                                      |                                      |                               |   |  |   |   |   |   |   |   |    |  |
| a.          | Municipal Bldg. Capital Reserve                                     | \$630,000                            | Existing                      | Capital Reserve Warrant                             |  |   |   |   |   |   |   | X* |  |
| b.          | Municipal Bldg. Maint. Cap. Res.                                    |                                      | 2002                          | Capital Reserve Warrant                             |  |   | X |   |   |   |   |    |  |
| <b>II.</b>  | <b>POLICE DEPARTMENT</b>  |                                      |                               |   |  |   |   |   |   |   |   |    |  |
| a.          | Cruiser Replacement (2)   | \$58,864                             | 2002                          | 1-Year Appropriation                                | X                                      |   |   |   |   |   |   |    |  |
| b.          | Cruiser Replacement (2)   | \$61,218                             | 2003                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| c.          | Cruiser Replacement (2)   | \$63,667                             | 2004                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| d.          | Cruiser Replacement (2)   | \$66,213                             | 2005                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| e.          | Cruiser Replacement (2)   | \$68,862                             | 2006                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| f.          | Cruiser Replacement (2)   | \$71,617                             | 2007                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| g.          | Cruiser Replacement (2)   | \$74,481                             | 2008                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| h.          | Animal Control Vehicle (1)  | \$24,481                             | 2008                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| i.          | Telephone/Radio Recording Unit                                      | \$30,000                             | 2004                          | 1-Year Appropriation                                |  |   |   | X |   |   |   |    |  |
| j.          | New Copy Machine  | \$15,000                             | 2007                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| k.          | New Police Facility   | Unknown                              |                               | Unprogrammed  |  |   |   |   |   |   |   | X* |  |
| <b>III.</b> | <b>FIRE DEPARTMENT</b>  |                                      |                               |   |  |   |   |   |   |   |   |    |  |
| a.          | Ambulance Chassis   | \$30,000                             | 2005                          | 1-Year Appropriation                                |  |   | X |   |   |   |   |    |  |
| b.          | Ambulance Fund  | \$70,000                             | 2002                          | Annual Appropriation (\$10,000 per year)            |  |   | X |   |   |   |   |    |  |
| c.          | 2002 Fire Truck   | \$250,000                            | 2002                          | 5-Year Lease/Purchase (\$50,000 per year)           |  |   | X |   |   |   |   |    |  |
| d.          | Fire Station Renovations  | Unknown                              |                               | Unprogrammed  |  |   |   |   |   |   |   | X* |  |
| e.          | Self-Cont. Breathing Apparatus                                      | \$35,000                             | 2003                          | 1-Year Appropriation                                |  |   |   | X |   |   |   |    |  |
| f.          | Build 2 <sup>nd</sup> Floor - Police/Fire                           | Unknown                              |                               | Unprogrammed  |  |   |   |   |   |   |   | X* |  |
| g.          | 2 <sup>nd</sup> Set of Haz-Mat Gear                                 | \$30,000                             | 2002                          | 1-year Appropriation                                |  | X |   |   |   |   |   |    |  |
| h.          | Fire Sub Stations (2)   | \$2,000,000                          |                               | Unprogrammed  |  |   |   |   |   |   |   | X  |  |
| i.          | 2007 Fire Truck   | \$350,000                            | 2007                          | 5-Year Lease/Purchase (\$70,000 per year)           |  |   | X |   |   |   |   |    |  |
| j.          | Maintenance Garage  | \$20,000                             |                               | Unprogrammed  |  |   |   |   |   |   |   | X  |  |
| k.          | New Primary Fire Station  | Unknown                              |                               | Unprogrammed  |  |   |   |   |   |   |   | X* |  |
| <b>IV.</b>  | <b>HIGHWAY DEPARTMENT</b>   |                                      |                               |   |  |   |   |   |   |   |   |    |  |
| a.          | Bridge Capital Reserve  | \$525,000                            | 2002                          | Annual Appropriation (\$75,000 per year)            |  |   | X |   |   |   |   |    |  |
| b.          | Replace Culverts  | \$58,718                             | 2002                          | 1-Year Appropriation                                | X                                      |   |   |   |   |   |   |    |  |
| c.          | Septic System/Well/Restroom   | \$23,400                             |                               | Unprogrammed  |  |   |   |   |   |   |   | X  |  |
| d.          | Mapping Stormwater System   | \$16,000                             | 2002                          | 1-Year Appropriation                                |  | X |   |   |   |   |   |    |  |
| e.          | 90 HP Tractor w/ Boom Mower   | \$45,400                             | 2004                          | 1-Year Appropriation                                |  |   |   | X |   |   |   |    |  |
| f.          | 2002 Dumptruck/Plow/Sander  | \$95,870                             | 2002                          | 3-Year Lease/Purchase (\$31,957 per year)           |  |   |   | X |   |   |   |    |  |
| g.          | Castle Hill Road Bridge   | \$580,000                            | 2002                          | 1-Year Appropriation                                | X                                      |   |   |   |   |   |   |    |  |
| h.          | Tallent Road Bridge   | \$735,000                            | 2004                          | 1-Year Appropriation                                | X                                      |   |   |   |   |   |   |    |  |
| i.          | Willow Street Bridge  | \$930,000                            | 2006                          | 1-Year Appropriation                                | X                                      |   |   |   |   |   |   |    |  |
| j.          | 2005 Dumptruck/Plow/Sander  | \$95,870                             | 2005                          | 3-Year Appropriation (\$31,957 per year)            |  |   |   | X |   |   |   |    |  |
| k.          | 2007 Dumptruck/Plow/Sander  | \$95,870                             | 2005                          | 3-Year Appropriation (\$31,957 per year)            |  |   |   | X |   |   |   |    |  |
| l.          | Hinds Lane Reconstruction   | \$214,000                            | 2008                          | 1-Year Appropriation                                |  |   |   | X |   |   |   |    |  |
| M           | 4 WD Backhoe  | \$70,000                             | 2005                          | 1-Year Appropriation                                |  |   |   | X |   |   |   |    |  |
| n.          | 1 Ton Pickup Truck w/ Plow  | \$29,722                             | 2008                          | 1-Year Appropriation                                |  |   |   | X |   |   |   |    |  |

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**LISTING AND DISCUSSION OF PROJECTS BY RECOMMENDED PRIORITY**

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

- II.a. **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. Two cruisers are proposed for replacement in 2002 even though a new replacement cruiser was recently obtained to replace a cruiser totaled in an accident. The destroyed cruiser was relatively new, still leaving two old cruisers needing replacement. 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 two new cruisers are purchase in FY 2002.
- IV.b. **Replace Culverts.** The Highway Department requests the replacement of three (3) culverts that were installed in the early 1970's on Pulpit Rock Rd. They are badly rotted and do not handle the existing water flow in a heavy rain. There is a danger of failure during a major rain event, which could damage the road surface. The CIP committee recommends replacement of these culverts for FY 2002.
- IV.g. **Castle Hill Road Bridge.** This is a wooden deck bridge currently on the NHDOT Municipal Bridge Red List. Rehabilitation of this structure is urgently needed during FY2002. Rehabilitating this bridge enables this route to serve as an alternate detour route during the urgently need rehabilitation of the Tallant Road Bridge. Windham has shown a willingness to share in the cost of rehabilitating this bridge as the closing of this bridge would have an adverse affect on their residents. Rehabilitation would be funded through a combination of anticipated state aid and a Bridge Repair Capital Reserve account and potentially funds from the Town of Windham. 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. Funding must be approved before a bridge may be scheduled with NHDOT. The CIP committee recommends scheduling of Castle Hill Bridge replacement for FY 2002.
- IV.h. **Tallant Road Bridge.** This bridge is scheduled to be replaced in 2004. This bridge is too narrow for today's standards. It is to be funded through combination of anticipated state aid and a Bridge Repair Capital Reserve account. This project can not be addressed until Castle Hill Bridge renovation occurs because Caste Hill Bridge is needed to provide a detour route. Funding must be approved before a bridge may be scheduled with NHDOT.
- IV.i. **Willow Street Bridge.** This bridge is scheduled to be replaced in 2006. This bridge is too narrow for today's standards. It is to be funded through combination of anticipated state aid and a Bridge Repair Capital Reserve. Funding must be approved before a bridge may be scheduled with NHDOT.
- X.b. **Senior Center Maintenance.** The Senior Center Director request funds for urgently needed repairs to the existing 75+-year-old facility. A new roof, window replacement interior second floor handrail repair and access ramp are the major items that need attention. Protection of the building from further damage and safety are the primary concerns. The CIP committee recommends repairs to be funded in FY 2002.

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

- III.g.      **Purchase 2<sup>nd</sup> Set of Hazardous Material (Haz-Mat) Response Gear.** The Fire Department requests funds for a backup set of haz-mat gear for situations when the primary set has been exposed to contaminants (gas, oil, chemicals) during an incident and must be sent out of Town for decontamination. The Fire Service is federally mandated to have jurisdiction over hazardous materials incidents and must have a set of response gear available at all times.
- IV.d.      **Stormwater System Mapping.** In conjunction with the U.S. EPA 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.
- XI.a.      **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.b.            **Municipal Buildings Maintenance Capital Reserve.** The CIP Committee recommends that the Board of Selectman establish a new Municipal Building Maintenance Capital Reserve Fund specifically for the purpose of maintaining all of the Town buildings. This fund would be used to stabilize the tax rate when funding future repairs and additions to Town facilities.
- II.b-g.        **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. 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 annual two cruiser replacement schedule was recommended to start in FY2002, however an unanticipated cruiser replacement late in FY 2001 means this program can start in FY 2003.
- II.h.            **Police/Animal Control Officer (ACO) Truck.** - The purchase of this vehicle will replace the existing new ACO pick-up truck and provide the continued ability to pick up and transport animals. The current ACO vehicle is expected to last through 2007 at which time a replacement pick-up truck will be needed.
- II.j.            **Police Department Copy Machine.** The purchase of a replacement to the existing coping machine. The existing machine has a five year expected life and will require replacement with an updated unit in 2007.
- III.a.            **Ambulance Chassis.** The Fire Department requests the replacement of the existing 1986 Ford chaises with a new one in 2005. The existing aluminum body is in good condition. The new chaises is needed to maintain the current level of service. It is anticipated that funds from the Ambulance Fund will offset the cost of this request.
- III.b.            **Ambulance Fund.** The continuation of the ambulance capital reserve account for ongoing funding of ambulance upgrades and enhancements, and new purchases is recommended by the CIP Committee in order to stabilize spending for this item.
- III.c.            **2002 Fire Truck.** The Fire Department requests replacement of 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. The replacement truck will be a new 3,500 gallon tanker. The cost will be distributed over a five (5) year lease/purchase. This replacement is necessary to alleviate substandard equipment, protect life and safety and improve the quality of service
- III.i.            **2007 Fire Truck.** The Fire Department requests replacement of a 1985 Ford 3-D, 1,500 gallon (1,500 gpm) mid-ship pump truck. This truck will be 22 years and will need to be moved to back-up status with the replacement becoming the new Class A truck. The cost will be distributed over a five (5) year lease/purchase.
- IV.a.            **Bridge Repair Capital Reserve.** The CIP Committee endorsed the establishment of a bridge repair capital reserve account starting in 2001. Annual funding 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.m.        **New Four Wheel Drive Backhoe.** Purchase of a new 4WD backhoe will replace an existing frontline machine. A backhoe purchased in 1990 with an excess of 10,600 hours would be traded-in while frontline backhoe purchased in 1997 with over 4000 hours would become the reserve unit in the yard to increase service and reduce operating costs.
- IV.n.        **1 Ton Pickup Truck with Plow.** Replace a 1997 1 ton diesel pickup with an 8 foot plow and over 75,800 miles with a new truck and plow. This will reduce long term operating costs.
- XI.b.        **School Building Maintenance Capital Reserve.** The reserve fund is used to complete necessary school repairs, and to stabilize the tax rate. This capital reserve was established in year 2000 at the recommendation of the CIP committee.
- XI.c.        **Technology Program.** The School Board has revised the District's technology plan for 2002-2004. This plan is used to outline the need for purchasing computers and audiovisual accessories and the sequencing of upgrades and purchases. The Technology Plan is the overall technology plan for the school. This District intends to begin implementation of the plan this year in order to maintain and improve the technology available to Pelham students and faculty.
- XI.g.        **Memorial School Side and Rear Doors and Door Jams.** The School Board requests the replacement of worn and rusted doors and jams for safety and security reasons.
- XI.h.        **Playground Equipment.** The School Board requests the purchase of new playground equipment for the new elementary school. This will provide the new school with a comparable level of equipment as the old school provided. It is hoped to offset the cost of this equipment with donations/private funding.
- XI.i.        **Memorial School Floor Tiles.** The School Board requests funds to replace the existing worn floor tiles. The existing tiles were installed in 1964 and 1966 and are badly worn. The uneven tiles pose a potential safety hazard. The tiles contain asbestos, which is encapsulated, but will cost more to remove safely. The removal and replacement will take place over two years and funds should be withdrawn from the Building Capital Reserve Fund for this item..
- XI.m.        **Mower / Snowblower.** The School Board requests the purchase of a Model 5210 tractor with mower and snowblower. Due to the increase in parking and grass area at the new school, there is a need for additional mowing and snow removal capability.
- XI.n.        **New Maintenance Vehicle.** The School Board requests funds for the replacement of the existing 1994 maintenance vehicle with a new Ford F-250 4x4 truck. The existing vehicle will be due for replacement as scheduled.

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

- II.i.            **Telephone/Radio Equipment.** The Police Department has requested a new digital phone/radio recorder to replace the existing unit, which will have reached the end of its useful life by the scheduled replacement date. This equipment is needed to alleviate substandard conditions, reduce operating cost and improve the level of service
  
- III.e.            **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, including heads-up display for heat, air remaining and a lack of motion alarm. This will improve the safety and improve the quality of equipment.
  
- IV.e.            **90 Horsepower Tractor with Rotary Boom Mower.** The Highway Department requests the purchase of a mower for 140 miles of roadside (two lanes per road segment).It currently costs \$5,000 annually for contract mowing services. The purchase of a tractor with a useful life of 20 years may be less expensive than procuring this service in the future. Enhanced service may include increased mowing frequency and other trail and roadside maintenance.
  
- IV.f.            **2002 36,000 GVW Dump Truck/Plow/Sander.** This new vehicle addition proposed for 2002 through lease-purchase over a three year period and would eliminate one hired truck for plowing sanding and construction work. The lack of availability of reliable contract plows necessitates the need for Town owned equipment. This will enhance the level of service provided the town.
  
- IV.j.            **2005 36,000 GVW Dump Truck/Plow/Sander.** This new vehicle addition proposed for 2005 through lease-purchase over a three year period and would eliminate one hired truck for plowing sanding and construction work. The lack of availability of reliable contract plows necessitates the need for Town owned equipment. This will enhance the level of service provided the town.
  
- IV.k.            **2007 36,000 GVW Dump Truck/Plow/Sander.** This new vehicle addition proposed for 2007 through lease-purchase over a three year period and would eliminate one hired truck for plowing sanding and construction work. The lack of availability of reliable contract plows necessitates the need for Town owned equipment. This will enhance the level of service provided the town.
  
- IV.l.            **Hinds Lane Reconstruction.** The Highway Department requests funds for the reconstruction and paving of Hinds Lane, which is 4,200 feet by 18 feet. This is an unpaved road that requires upgrading to alleviate substandard conditions.
  
- VI.c.            **Lights for Major League Field.** The Recreation Department requests funds for the installation of permanent lighting. The addition of lighting will increase the availability for practice and playing time, accommodate tournament play and use by other leagues. This will maximize the use of the field by providing added capacity and is in the department's master plan.
  
- VI.d.            **Restrooms at Muldoon Park.** The Recreation Department requests funds for the construction of additional restrooms at the park. This includes upgrade or replacement of the existing septic system. The department's master plan identifies the need for expansion of the existing facilities to handle the increased use as the Town population grows.

- IX.b. **Purchase 10 Acres of Land for Cemetery.** The Cemetery Trustees request funds for the purchase of land for future needs of the Town for burial of residents. NH statutes require towns to provide for the burial of their residents. The acquisition at this time would insure availability of suitable land and take advantage of land prices that historically rise over time.
- XI.e. **Generator for Memorial School.** The School District requests the funds to replace the existing 1964 generator with a new 30 KW generator. The existing unit only provides power for lighting and does not have spare parts available any more. The new unit will provide power to all required systems for emergency service.
- XI.l. **Irrigation and Fencing of Athletic Field.** The School District requests funds for the addition of irrigation and fencing for the athletic field at the new elementary school. A well pump is included in the irrigation system. Pelham has determined it is cost effective to irrigate playing fields, reducing wear and field maintenance. The new field an unanticipated bonus provided during construction and was not part of the original school site plan.
- XI.j. **Memorial School Repair and Repave Parking Lot.** The School Board requests funds for the repair and repaving of portions of the school parking lot. Cracks and gaps in the walkways and parking lot require repair. Catch basins and drainage need improvement due to damage and wear.

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

-- NO PROJECTS RANKED "F" IN THE 2002 -2008 CIP.

*“R”--Research: Pending results of ongoing research, planning, and coordination.*

- I.a. **Municipal Building (Capital Improvements).** A municipal center space solution is needed. This would provide funds in addition to the municipal building capital reserve. The Municipal Buildings Committee is completing their work and will have specific recommendations and cost estimates for those projects ranked “R\*”. Alternatives to the requested approach may be provided. The “R\*” rating does not reflect on the importance of a particular project; simply, additional information is forthcoming.
- II.k. **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. The Municipal Buildings Committee is completing their work and will have specific recommendations and cost estimates for those projects ranked “R\*”. Alternatives to the requested approach may be provided. The “R\*” rating does not reflect on the importance of a particular project; simply, additional information is forthcoming.
- III.d. **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. The Municipal Buildings Committee is completing their work and will have specific recommendations and cost estimates for those projects ranked “R\*”. Alternatives to the requested approach may be provided. The “R\*” rating does not reflect on the importance of a particular project; simply, additional information is forthcoming. The CIP Committee is researching new impact fees for future renovations and/or new buildings and equipment that will be needed to provide adequate service as the town grows.
- III.f. **Build 2<sup>nd</sup> Floor on Fire/ Police Facility.** The Fire Department has requested funds for the addition of a second floor over portions of the existing facility to alleviate overcrowding and anticipated growth. The Municipal Buildings Committee is completing their work and will have specific recommendations and cost estimates for those projects ranked “R\*”. Alternatives to the requested approach may be provided. The “R\*” rating does not reflect on the importance of a particular project; simply, additional information is forthcoming. The CIP Committee is researching new impact fees for future renovations and/or new buildings and equipment that will be needed to provide adequate service as the town grows.
- III.h. **2 Fire Sub-Stations.** There is a need for two sub-stations 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 is ongoing. The department intends to maintain a maximum four (4) minute response time as the town develops farther away from the central station. The CIP Committee is researching new impact fees for future renovations and/or new buildings and equipment that will be needed to provide adequate service as the town grows.
- III.j. **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.
- IV.c. **Install Septic System, Well and Restroom at Highway Dept. Office.** The Highway Department has requested funds for the installation of a well and septic system to service a new restroom for department. The project is currently not scheduled while further research and coordination with other departments continues.

- III.k.       **New Primary Fire Station.** The Fire Department is researching options for the replacement of the aged primary station in the Center of town. While this facility has served the town well for many years, it has certain deficiencies that may make a replacement station more efficient and cost effective in the long run. Potential locations are being researched. The "R\*" rating does not reflect on the importance of a particular project; simply, additional information is forthcoming. The CIP Committee is researching new impact fees for future renovations and/or new buildings and equipment that will be needed to provide adequate service as the town grows.
- 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.
- VI.a.       **Community Recreation Center.** The Recreation Department has requested funds for the design and architectural work for a new community recreation center. The department master plan identifies the need for an adequate gymnasium for indoor athletics. This facility may also provide meeting space, rainy day programs and access to community groups. This project is not scheduled at this time pending further research.
- VI.b.       **Improvements to Raymond Lodge.** The Recreation Department has requested funds for needed repairs to the existing 50+ year old structure. Major repairs are proposed including a new roof, repair/replace windows, repair attic stairs, install emergency lighting, new entrance/exit, replace oil tank and hot water heater and landscaping work. The project has not been scheduled at this time pending more research this year.
- VII.a.      **New Library.** The Library has requested funds to construct a new library to meet the current and future needs of the town. At 2,500 square feet, for the population of the town, the library should be 7,110 square feet to meet current needs and 9,800 square feet to meet needs 20 years out according to NRPC. The Municipal Buildings Committee is completing their work and will have specific recommendations and cost estimates for those projects ranked "R\*". Alternatives to the requested approach may be provided. The "R\*" rating does not reflect on the importance of a particular project; simply, additional information is forthcoming.
- VII.b.      **Library Handicap Accessibility.** The Library has requested funds to add a 2 chair lifts to the current facility to provide access to physically challenged individuals. This project has not been scheduled at this time pending more research. The Municipal Buildings Committee is completing their work and will have specific recommendations and cost estimates for those projects ranked "R\*". Alternatives to the requested approach may be provided. The "R\*" rating does not reflect on the importance of a particular project; simply, additional information is forthcoming.
- IX.a.      **Cemetery Garage.** The Cemetery Trustees have requested funds for the construction of a 24' x 30' garage to allow for the consolidation and storage of equipment in one location. A small office would be included in the design. The project is not scheduled at this time pending further research.
- X.a         **New Seniors Center.** The Senior Center has requested funds to construct a new multi-purpose senior center on the existing four acre site. The current building is approximately 75 years old and in need of major repairs. The construction of a new center will reduce operating expenses and provide needed space for the growing senior population. This project has not been scheduled pending completion of research.

- XI.d. **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.
- XI.f. **Ventilation at Memorial School.** The School Board has requested funds for improved ventilation within the school. Several rooms need additional air exchange to improve circulation. This project has not been scheduled pending further research.
- XI.k. **Air Condition Computer Space.** The School Board has requested funds for the installation of air conditioning in the computer rooms at Pelham High and Pelham Memorial School. Stable climate is beneficial to electronic and computer equipment. This project has not been scheduled pending more research.
- XI.o. **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 2002 -2008 CIP.**



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

Table 4 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, 1990-2000**

|      | Net Taxable Value                | Change |
|------|----------------------------------|--------|
| 1990 | \$256,148,295                    | -      |
| 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%   |
| 2000 | \$556,385,375                    | 3.7%   |
|      | Average Annual Change, 1990-2000 | 2.6%*  |
|      | Average Annual Change, 1995-2000 | 3.4%*  |

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.

See Appendix D, Schedule of CIP Projects, 2002-2008, Annual Cost and Revenues. The schedule in Appendix D 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.

## 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.

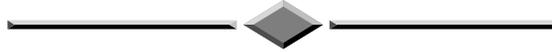
In 2000 the CIP Committee unanimously endorsed the adoption of an impact fee schedule for development of a new elementary school. The Committee has endorsed the enactment of an impact fee in 2002 for expansion of existing and/or new facilities for the Fire Department. It is anticipated that new growth will bring about the need for a new central fire station and one or more sub-stations in order to provide adequate service in the future. Impact Fees 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 is striving to improve the effectiveness of the next round of capital facilities programming. The Planning Department should continue conducting training workshops, as necessary, with Town department heads, boards and committee chairs to further educate them about how to evaluate their departmental capital requests and fill-out requests for capital projects for inclusion in the CIP. Problems with current submissions include Project Worksheets not being fully completed or some department heads not providing sufficient information (i.e. multiple bids) to justify cost estimates and specifications. All departments submitted worksheets on time this year. The next step is to submit a more comprehensive and detailed worksheet. An understanding of the minimum necessary information and how the CIP Committee analyzes and ranks projects will make for more precise submissions with less wasted effort and a better product to submit to the Planning Board for presentation to the Board of Selectmen, School Board and Budget Committee. To more effectively impact a current years budget cycle, the CIP Committee should consider initiating the CIP planning process earlier in the year so the information is available prior to individual Town departments preparing preliminary budgets for submission to the Town. The alternative would be to consider the CIP update being effective the following year since the CIP update and department budget submission timing makes it difficult to fully incorporate an update into the current year budget process.

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 projects funding is proposed and if specific funding sources have been identified. This data is presented in the Cost Estimate section of the Project Worksheet. The Impacts on Operating & Maintenance section of the Project Worksheet is also important in assessing the cost/benefit of one solution versus another to meet a departments needs.

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. The CIP recommends that all Town and School assets be tracked for life expectancy so that future capital needs can be better anticipated and planned for. Updated information regarding the age of existing town road surfaces will help with that planning in the highway department. Future meetings with the Board of Selectman and School Board regarding better long term planning will result in tax savings to residents.

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## **APPENDIX A**

### **N.H. REVISED STATUTES ANNOTATED**

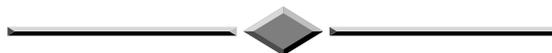
**Chapters 674: 5-8**

**Capital Improvements Program**

**and**

**Chapter 674: 21**

**Innovative Land Use Controls**



## CHAPTER 674

# LOCAL LAND USE PLANNING AND REGULATORY POWERS

### Capital Improvements Program

#### Section 674:5

**674:5 Authorization.** – In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years. The capital improvements program may encompass major projects being currently undertaken or future projects to be undertaken with federal, state, county and other public funds. The sole purpose and effect of the capital improvements program shall be to aid the mayor and the budget committee in their consideration of the annual budget.

**Source.** 1983, 447:1, eff. Jan. 1, 1984.

#### Section 674:7

**674:6 Purpose and Description.** – The capital improvements program shall classify projects according to the urgency and need for realization and shall recommend a time sequence for their implementation. The program may also contain the estimated cost of each project and indicate probable operating and maintenance costs and probable revenues, if any, as well as existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The program shall be based on information submitted by the departments and agencies of the municipality and shall take into account public facility needs indicated by the prospective development shown in the master plan of the municipality or as permitted by other municipal land use controls.

#### Section 674:7

**674:7 Preparation.** – I. In preparing the capital improvements program, the planning board shall confer, in a manner deemed appropriate by the board, with the mayor or the board of selectmen, or the chief fiscal officer, the budget committee, other municipal officials and agencies, the school board or boards, and shall review the recommendations of the master plan in relation to the proposed capital improvements program.

II. Whenever the planning board is authorized and directed to prepare a capital improvements program, every municipal department, authority or agency, and every affected school district board, department or agency, shall, upon request of the planning board, transmit to the board a statement of all capital projects it proposes to undertake during the term of the program. The planning board shall study each proposed capital project, and shall advise and make recommendations to the department, authority, agency, or school district board, department or agency, concerning the relation of its project to the capital improvements program being prepared.

#### Section 674:8

**674:8 Consideration by Mayor and Budget Committee.** – Whenever the planning board has prepared a capital improvements program under RSA 674:7, it shall submit its recommendations for the current year to the mayor and the budget committee, if one exists, for consideration as part of the annual budget.

**Source.** 1983, 447:1, eff. Jan. 1, 1984.

# CHAPTER 674

## LOCAL LAND USE PLANNING AND REGULATORY POWERS

### Zoning

#### Section 674:21

**674:21 Innovative Land Use Controls.** – I. Innovative land use controls may include, but are not limited to:

- (a) Timing incentives.
- (b) Phased development.
- (c) Intensity and use incentive.
- (d) Transfer of development rights.
- (e) Planned unit development.
- (f) Cluster development.
- (g) Impact zoning.
- (h) Performance standards.
- (i) Flexible and discretionary zoning.
- (j) Environmental characteristics zoning.
- (k) Inclusionary zoning.
- (l) Accessory dwelling unit standards.
- (m) Impact fees.

II. An innovative land use control adopted under RSA 674:16 shall contain within it the standards which shall guide the person or board which administers the ordinance. An innovative land use control ordinance may provide for administration, including the granting of conditional or special use permits, by the planning board, board of selectmen, zoning board of adjustment, or such other person or board as the ordinance may designate. If the administration of the innovative provisions of the ordinance is not vested in the planning board, any proposal submitted under this section shall be reviewed by the planning board prior to final consideration by the administrator. In such a case, the planning board shall set forth its comments on the proposal in writing and the administrator shall, to the extent that the planning board's comments are not directly incorporated into its decision, set forth its findings and decisions on the planning board's comments.

III. Innovative land use controls must be adopted in accordance with RSA 675:1, II.

IV. As used in this section:

- (a) "Inclusionary zoning" means land use control regulations which provide a voluntary incentive or benefit to a property owner in order to induce the property owner to produce housing units which are affordable to persons or families of low and moderate income. Inclusionary zoning includes, but is not limited to, density bonuses, growth control exemptions, and a streamlined application process.
- (b) "Accessory dwelling unit" means a second dwelling unit, attached or detached, which is permitted by a land use control regulation to be located on the same lot, plat, site, or other division of land as the permitted principal dwelling unit.

V. As used in this section "impact fee" means a fee or assessment imposed upon development, including subdivision, building construction or other land use change, in order to help meet the needs occasioned by that development for the construction or improvement of capital facilities owned or operated by the municipality, including and limited to water treatment and distribution facilities; wastewater treatment and disposal facilities; sanitary sewers; storm water, drainage and flood control facilities; public road systems and rights-of-way; municipal office facilities; public school facilities; the municipality's proportional share of capital facilities of a cooperative or regional school district of which the municipality is a member; public safety facilities; solid waste collection, transfer, recycling, processing and disposal facilities; public library facilities; and public recreational facilities not including public open space. No later than July 1, 1993, all impact fee ordinances shall be subject to the following:

- (a) The amount of any such fee shall be a proportional share of municipal capital improvement costs which is reasonably related to the capital needs created by the development, and to the benefits accruing to the development

from the capital improvements financed by the fee. Upgrading of existing facilities and infrastructures, the need for which is not created by new development, shall not be paid for by impact fees.

(b) In order for a municipality to adopt an impact fee ordinance, it must have enacted a capital improvements program pursuant to RSA 674:5-7.

(c) Any impact fee shall be accounted for separately, shall be segregated from the municipality's general fund, may be spent upon order of the municipal governing body, shall be exempt from all provisions of RSA 32 relative to limitation and expenditure of town moneys, and shall be used solely for the capital improvements for which it was collected, or to recoup the cost of capital improvements made in anticipation of the needs which the fee was collected to meet.

(d) All impact fees imposed pursuant to this section shall be assessed prior to, or as a condition for, the issuance of a building permit or other appropriate permission to proceed with development. In the interim between assessment and collection, municipalities may require developers to post bonds, issue letters of credit, accept liens, or otherwise provide suitable measures of security so as to guarantee future payment of assessed impact fees. Impact fees shall normally be collected as a condition for the issuance of a certificate of occupancy. The above notwithstanding, in projects where off-site improvements are to be constructed simultaneously with a project's development, and where a municipality has appropriated the necessary funds to cover such portions of the work for which it will be responsible, that municipality may advance the time of collection of the impact fee to the issuance of a building permit. Nothing in this subparagraph shall prevent the municipality and the assessed party from establishing an alternate, mutually acceptable schedule of payment.

(e) The ordinance shall establish reasonable times after which any portion of an impact fee which has not become encumbered or otherwise legally bound to be spent for the purpose for which it was collected shall be refunded, with any accrued interest. Whenever the calculation of an impact fee has been predicated upon some portion of capital improvement costs being borne by the municipality, a refund shall be made upon the failure of the legislative body to appropriate the municipality's share of the capital improvement costs within a reasonable time. The maximum time which shall be considered reasonable hereunder shall be 6 years.

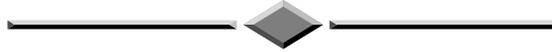
(f) Unless otherwise specified in the ordinance, any decision under an impact fee ordinance may be appealed in the same manner provided by statute for appeals from the officer or board making that decision, as set forth in RSA 676:5, RSA 677:2-14, or RSA 677:15, respectively.

(g) The ordinance may also provide for a waiver process, including the criteria for the granting of such a waiver.

(h) The adoption of a growth management limitation or moratorium by a municipality shall not affect any development with respect to which an impact fee has been paid or assessed as part of the approval for that development.

(i) Neither the adoption of an impact fee ordinance, nor the failure to adopt such an ordinance, shall be deemed to affect existing authority of a planning board over subdivision or site plan review, except to the extent expressly stated in such an ordinance.

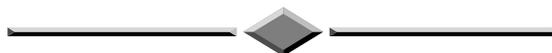
**Source.** 1983, 447:1. 1988, 149:1, 2. 1991, 283:1, 2. 1992, 42:1. 1994, 278:1, eff. Aug. 5, 1994.



## **APPENDIX B**

# **CONCLUSIONS AND RECOMMENDATIONS**

**1992 Pelham Master Plan**



## PELHAM MASTER PLAN

### CONCLUSIONS AND RECOMMENDATIONS

**Note:** The Pelham Master Plan is currently being updated at this time. The Conclusions and Recommendations listed below are from the current approved 1992 Master Plan. Future CIPs, possibly next years, will have updated master plan conclusion 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 be 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 alternatives, 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 parkland 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 affordable 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 infrastructure 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 alternatives 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.

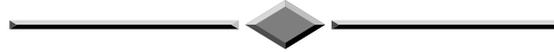
## **LAND USE**

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.

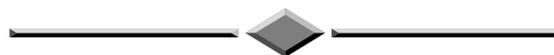
8. Provide transitional zoning districts for light commercial uses and/or additional Recreation-Conservation-Agricultural districts to serve as buffers between industrial and residential areas.
9. Consider the creation of a new business district on Mammoth road adjacent to the existing industrial district 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**



TOWN OF PELHAM  
 CAPITAL IMPROVEMENTS PLAN, 2002-2008  
 September 13, 2001  
 Appendix C Page 1

**TOWN OF PELHAM CAPITAL IMPROVEMENT PLAN PROJECT WORKSHEET**

Priority ranking \_\_\_\_\_ Year First Scheduled \_\_\_\_\_ Year needed \_\_\_\_\_

Department \_\_\_\_\_ Department Priority \_\_\_ of \_\_\_ projects Date of this submission \_\_\_\_\_

**Type of Project:**

(check one)

**Primary purpose of project is to:**

- Replace or repair existing facilities or equipment
- Improve quality of existing facilities or equipment
- Expand capacity of existing service level/facility
- Provide new facility or service capability

**Service Area of Project Impact:**

(check one)

- |  |  |
|--|--|
| <input type="checkbox"/> Region          | <input type="checkbox"/> Business District |
| <input type="checkbox"/> Municipality    | <input type="checkbox"/> Neighborhood      |
| <input type="checkbox"/> School District | <input type="checkbox"/> Street            |
| <input type="checkbox"/> _____ District  | <input type="checkbox"/> Other Area        |

**Project Description:**

**Project Rationale:**

- Removes imminent threat to public health or safety
- Alleviates substandard conditions or deficiencies
- Responds to federal or State requirement for implementation
- Improves the quality of existing services
- Provides added capacity to serve growth
- Reduces long-term operating costs
- Provides an incentive to economic development
- Eligible for matching funds available until \_\_\_\_\_

**Narrative Justification:**

(Attach all backup material if possible)

| <i>Cost Estimate:</i><br>(Itemize as Necessary) | <i>Capital Costs</i><br>Dollar Amount (in current \$)            | <i>Impact on Operating &amp; Maintenance<br/>Costs or Personnel Needs</i> |
|---|--|---|
| \$ _____ <i>Planning/feasibility analysis</i>   | <input type="checkbox"/> <i>Increases personnel requirements</i> |   |
| _____ Architecture & engineering fees           | <input type="checkbox"/> Increases O & M costs                   |   |
| _____ Real Estate acquisition                   | <input type="checkbox"/> Reduces personnel requirements          |   |
| _____ Site preparation                          | <input type="checkbox"/> Reduces O & M costs                     |   |
| _____ Construction                              |  |   |
| _____ Furnishings & equipment                   | <b>Dollar Cost of Impacts if known:</b>                          |   |
| _____ Vehicles and capital equipment            | (+) \$ _____ annually  |   |
| _____ _____                                     | (-) \$ _____ annually  |   |
| \$ _____ Total project cost                     | Estimated useful life is _____ years                             |   |

**Sources of Funding:**

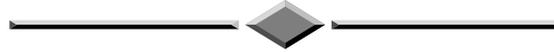
Grant from: \_\_\_\_\_ \$ \_\_\_\_\_ show type  
 Loan from: \_\_\_\_\_ \$ \_\_\_\_\_ show type  
 Donation/bequest/private \_\_\_\_\_  
 User charge or fee \_\_\_\_\_  
 Capital reserve withdrawal \_\_\_\_\_  
 Impact fee account \_\_\_\_\_  
 Warrant article \_\_\_\_\_  
 Current revenue \_\_\_\_\_  
 General obligation bond \_\_\_\_\_  
 bond \_\_\_\_\_  
 Special assessment \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Form Prepared by:**

\_\_\_\_\_  
 (Signature)  
 \_\_\_\_\_  
 (Title)  
 \_\_\_\_\_  
 (Department/Agency)  
 \_\_\_\_\_  
 (Date prepared)

Revenue

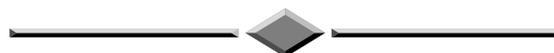
**Total Project Cost** \$ \_\_\_\_\_



## **APPENDIX D**

### **PELHAM CIP PROGRAM**

**Schedule of CIP Projects, 2002-2008, Annual Costs and Revenues**

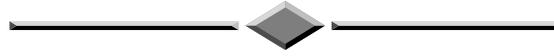


TOWN OF PELHAM  
CAPITAL IMPROVEMENTS PLAN, 2002-2008  
September 13, 2001  
Appendix D Page 1

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**INSERT SPREAD 010831F Ranking Spread02**

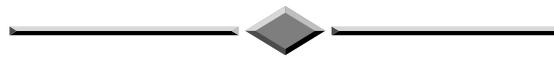
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## **APPENDIX E**

### **PELHAM CIP PROGRAM**

**Pelham School District 10 Year Bond Schedule  
New Elementary School**



**Pelham School District**

**10 Year Bond Schedule**

**Bond: \$10,373,000.**

**Interest rate: 5.0%**

| <b>YEAR</b>   | <b>PRINCIPAL</b>    | <b>BOND AMT.<br/>REMAINING</b> | <b>INTEREST</b>    | <b>TOTAL<br/>COST</b> | <b>STATE AID<br/>30%</b> | <b>IMPACT<br/>FEES</b> | <b>DISTRICT<br/>COST</b> |
|---------------|---------------------|--------------------------------|--------------------|-----------------------|--------------------------|------------------------|--------------------------|
| 2000-01       |                     |                                | \$322,716          | \$322,716             | \$312,000                | \$119,973              | \$322,716                |
| 2001-02       | \$1,040,000         | \$10,373,000                   | \$492,650          | \$1,532,650           | \$312,000                | \$119,973              | \$1,100,677              |
| 2002-03       | \$1,040,000         | \$9,333,000                    | \$440,650          | \$1,480,650           | \$312,000                | \$119,973              | \$1,048,667              |
| 2003-04       | \$1,040,000         | \$8,293,000                    | \$388,650          | \$1,428,650           | \$312,000                | \$119,973              | \$996,677                |
| 2004-05       | \$1,040,000         | \$7,253,000                    | \$336,650          | \$1,376,650           | \$312,000                | \$119,973              | \$944,677                |
| 2005-06       | \$1,040,000         | \$6,213,000                    | \$284,650          | \$1,324,650           | \$310,500                | \$119,973              | \$892,677                |
| 2006-07       | \$1,035,000         | \$5,173,000                    | \$232,775          | \$1,267,775           | \$310,500                | \$119,973              | \$837,302                |
| 2007-08       | \$1,035,000         | \$4,138,000                    | \$181,025          | \$1,216,025           | \$310,500                | \$119,973              | \$785,552                |
| 2008-09       | \$1,035,000         | \$3,103,000                    | \$129,275          | \$1,164,275           | \$310,500                | \$119,973              | \$733,802                |
| 2009-10       | \$1,035,000         | \$2,068,000                    | \$77,525           | \$1,112,525           | \$310,500                | \$119,973              | \$682,052                |
| 2010-11       | \$1,033,000         | \$1,033,000                    | \$25,825           | \$1,058,825           | \$309,900                | \$119,973              | \$628,952                |
| <b>TOTALS</b> | <b>\$10,373,000</b> | <b>\$0</b>                     | <b>\$2,912,391</b> | <b>\$13,285,391</b>   | <b>\$3,111,900</b>       | <b>\$1,079,757</b>     | <b>\$8,344,809</b>       |

## 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..... | 16 |
| Conclusions and Recommendations.....  | 17 |

## LIST OF TABLES

|         |  |    |
|---------|--|----|
| Table 1 | Pelham Population, 1990-2020 .....                                   | 2  |
| Table 2 | Municipal and School Capital Outlay and Debt Service, 1988-2000..... | 2  |
| Table 3 | Summary of Projects Requested .....                                  | 5  |
| Table 4 | Net Taxable Value, 1990-2000 .....                                   | 16 |

## LIST OF FIGURES

|          |  |   |
|----------|--|---|
| Figure 1 | Pelham Historical and Projected<br>Population..... | 1 |
|----------|--|---|

## 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                        |
| Appendix D | Schedule of CIP Projects, 2002-2008, Annual Costs and Revenues       |
| Appendix E | Pelham School District 10 Year Bond Schedule - New Elementary School |