

# Town of Hooksett, New Hampshire



## 2004 Master Plan

TOWN OF HOOKSETT, NEW HAMPSHIRE

# 2004 MASTER PLAN

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Community Development Department  
Municipal Building  
16 Main Street  
Hooksett, NH 03106  
Phone: 603-268-0279 Fax: 603-485-4423  
cwatson@hooksett.org

Staff: Charles Watson, Town Planner  
Jo Ann Duffy, Planning Coordinator

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<sup>1</sup>Recognition goes to Mark Eyerman of Planning Decisions, Inc., and South Portland, Maine, who acted as consultant for the Hooksett Village Charrette held on two occasions during October 2003.

Recognition also goes to the following individuals who have assisted in helpful ways: Pat O'Leary, Lisa Tonneson, Greg DeMarco, Alan Brennan, Carol Lighthall, Mary Farwell, Ray Langer, Frank Kotowski, Nancy Winneg, Vicky Connell, Marion Jacobi, Scott Holland, Tina Paquette, David Paquette, Robert Schroeder, Olive Mathewson, Pat Long, Ed Groves Sr., Ken Culbertson, Glenn Watson, Seth Heywood, Sandra Oliver, Dave Scarpetti, Becky Berk, Bob Stanhope and Alex Vailas.

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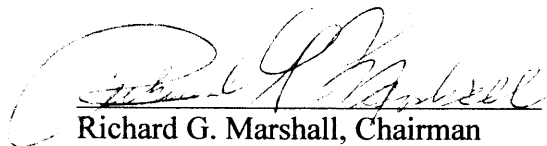
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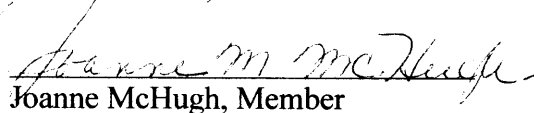


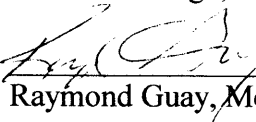
**Adoption Signatures**  
**Certification of 2004 Master Plan Adoption**  
**HOOKSETT PLANNING BOARD**  
**Hooksett, New Hampshire**

In accordance with New Hampshire RSA 674:4, Master Plan Adoption and Amendment, and New Hampshire RSA 675:6, Method Of Adoption, the Hooksett Planning Board, having held three (3) duly authorized public hearings on the 2004 Hooksett Master Plan on the following dates: December 4, 2004; June 4, 2005; and August 8, 2005; the Board hereby certifies that the 2004 Hooksett Master Plan was duly adopted by a majority vote of the Board's members on August 8, 2005.

  
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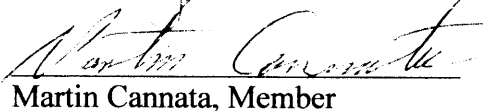
  
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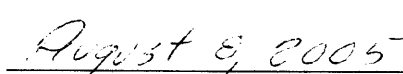
  
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Date of Signature by Planning Board

\_\_\_\_\_  
Leslie Nepveu, Town Clerk

\_\_\_\_\_  
Date Filed with Town Clerk



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# 1. INTRODUCTION

## 1. History of Master Planning in Hooksett

In the mid-1960s, the Town of Hooksett participated in the development of the *Metropolitan Manchester Planning Study*. In the late 1960s, the Town prepared its own sewerage facilities study; the first *Hooksett Comprehensive Plan*<sup>1</sup> was developed in 1971, prepared by Medcalf-Eddy, under the 701 HUD program. In 1989, the Southern New Hampshire Planning Commission (SNHPC) wrote a new master plan for our community. These efforts have been complemented over the years by activities of the Hooksett Central and the Hooksett Village water precincts, by the Manchester Water Works, by the Hooksett Sewer Commission, by the School Administrative Union (SAU) #15, and by SNHPC, the regional planning agency that serves Hooksett and twelve other communities in the area.

## 2. The Value of Citizen Participation and Volunteer Groups

In May of 2000, the Town hired its first Town Planner. Among the high priorities that the Planning Board desired to accomplish was the updating of the then eleven-year-old master plan. The Board requested that the University of New Hampshire (UNH) Cooperative Extension Service act as facilitator for a community meeting to begin encouraging citizen input to the updating process. UNH designed a two-day meeting that commenced on the first weekend in November 2001. The effort was called a “Community Profile” and approximately 150 people from the community attended the Friday evening and Saturday sessions. There was a report prepared describing the results of the Profile that is available in the Hooksett Community Development Department.

Out of the Profile effort, a Master Plan Update Committee (MPUC) was established and a steering committee formed. This group organized a “kick-off” event at the Memorial School in May 2002, which approximately 50 people attended. From this gathering, groups of volunteer citizens came forward to take on the work of “visioning”. Initial research was done, facts and figures assembled, and a set of goals and objectives were developed—in short, the first draft of each master plan chapter was compiled and written by these volunteers. In the fall of 2002, the steering committee developed a working relationship with the School of Community Economic Development at Southern New Hampshire University (SNHU). Several professors and graduate students assisted with the presentations during the five monthly public information forums during the first quarter of 2003 that were held at SNHU. The attendance at these Saturday forums ranged from 30 to 50 people. Although these meetings energized the citizens and provided ample opportunities for citizen and business input to the master plan process, the Planning Board was disappointed in the level of public involvement.

<sup>1</sup> As noted in the 1989 Master Plan.



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## Introduction

During 2003 and through the summer of 2004, volunteers further refined the twelve chapters. By the fall of 2004, the Executive Summary was written and mailed to Hooksett citizens and the full text of the Plan was made available for review. An Informational Meeting was held on November 29, 2004 and a Public Hearing on December 4, 2004. After a 60-day comment period, the Board held a March 2005 workshop with the various chapter authors and staff. Changes were made to the text and maps. The Board proposed a second Public Hearing for June 2005.

### 3. How Growth is Shaping Our Future

As the reader will note in the chapter dealing with population, the Town of Hooksett grew by about 33% during the decade from 1990 to 2000. Although 2002 still tops the record for the most building permits issued (281), the year, 1986, is the second highest with 188. It is anticipated that three residential projects—Head’s Pond, North Campus, and Granite Hill—may increase the number of dwelling units from about 4,300 as of the 2000 census to about 7,500 units within about 10 to 15 years. This includes about 100-plus building permits normally issued annually for new residential structures.

The year 2003 saw the approval and construction of Hooksett Commons, a retail development at Exit 10 on Interstate 93. Four large structures, including Target, Kohl’s, BJ’s Wholesale Club and Home Depot have opened on Quality Drive. This development comprises about 500,000 square feet, and is valued at about \$52 million.

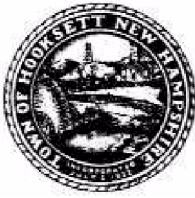
Another indicator of growth is the increase in traffic counts from year to year. The Town’s most serious land use problem, as identified in the Community Profile, is the increasing traffic congestion on Route 3 (Hooksett Road). There are periods, usually at the afternoon peak hours on Thursdays and Fridays, when gridlock occurs—the signal lights turn green, but there is no room to move. It is our hope that this Master Plan has laid the foundation for the resolution of this and other pressing land use problems in town.

### 4. Hooksett’s Regional Setting

The Town of Hooksett is in Merrimack County, and located in the south-central part of New Hampshire, approximately 26 miles north of the Massachusetts state line. Adjacent communities are the City of Manchester and the Town of Goffstown in Hillsborough County, the towns of Auburn, Candia, and Deerfield in Rockingham County, and the towns of Allenstown, Bow, and Dunbarton in Merrimack County.

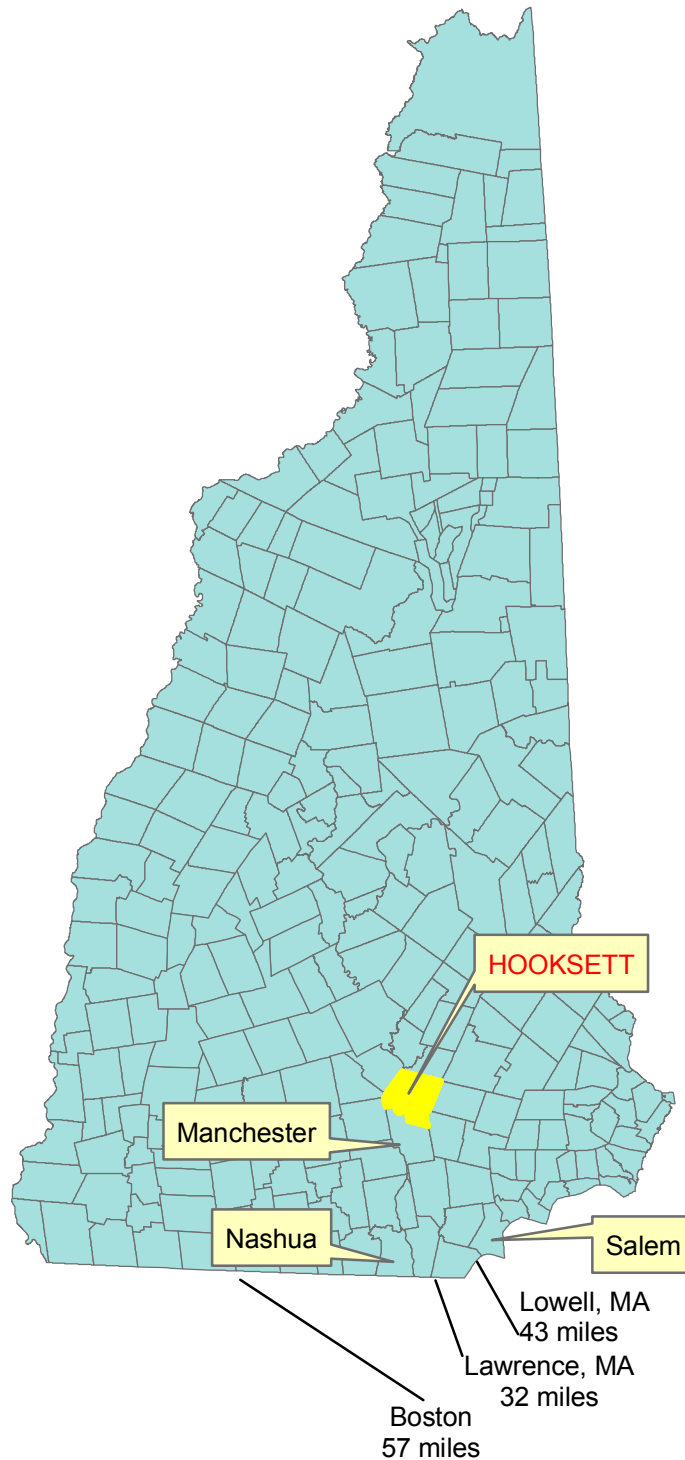
The Town’s area covers about 36.3 square miles, being roughly 6 miles north-to-south, and 6 miles east-to-west in its largest dimensions. The Merrimack River runs north-to-south through the community, placing about 1/3 of the town west of the river.

Primary access is provided by I-293 (FE Everett Turnpike), I-93, US Route 3/NH Route 28 and NH Route 3-A—all of which have north-south orientations through the center of town, and by NH Route 27, which provides access to and from the east. The NH seacoast



# Town of Hooksett Master Plan

## Regional Setting



Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

March 2004

is about one hour east; Boston is about one hour south, and the ski slopes of the White Mountains are about one hour north. Travel time to Concord, the state capitol, via I-93 is about 15 minutes.

The Town of Hooksett is part of the metropolitan area of the City of Manchester (population approximately 108,000) and stands at the northern tip of New Hampshire's "Golden Triangle," (Map 1-1) the state's fastest growing residential, commercial, and industrial area formed by the City of Manchester at the north, the City of Nashua at the southwest, and the Town of Salem at the southeast. Hooksett's favorable geographic location and its three interchanges on the Interstate System contribute to the significant growth that the Town has and is experiencing, and will likely see into the future.

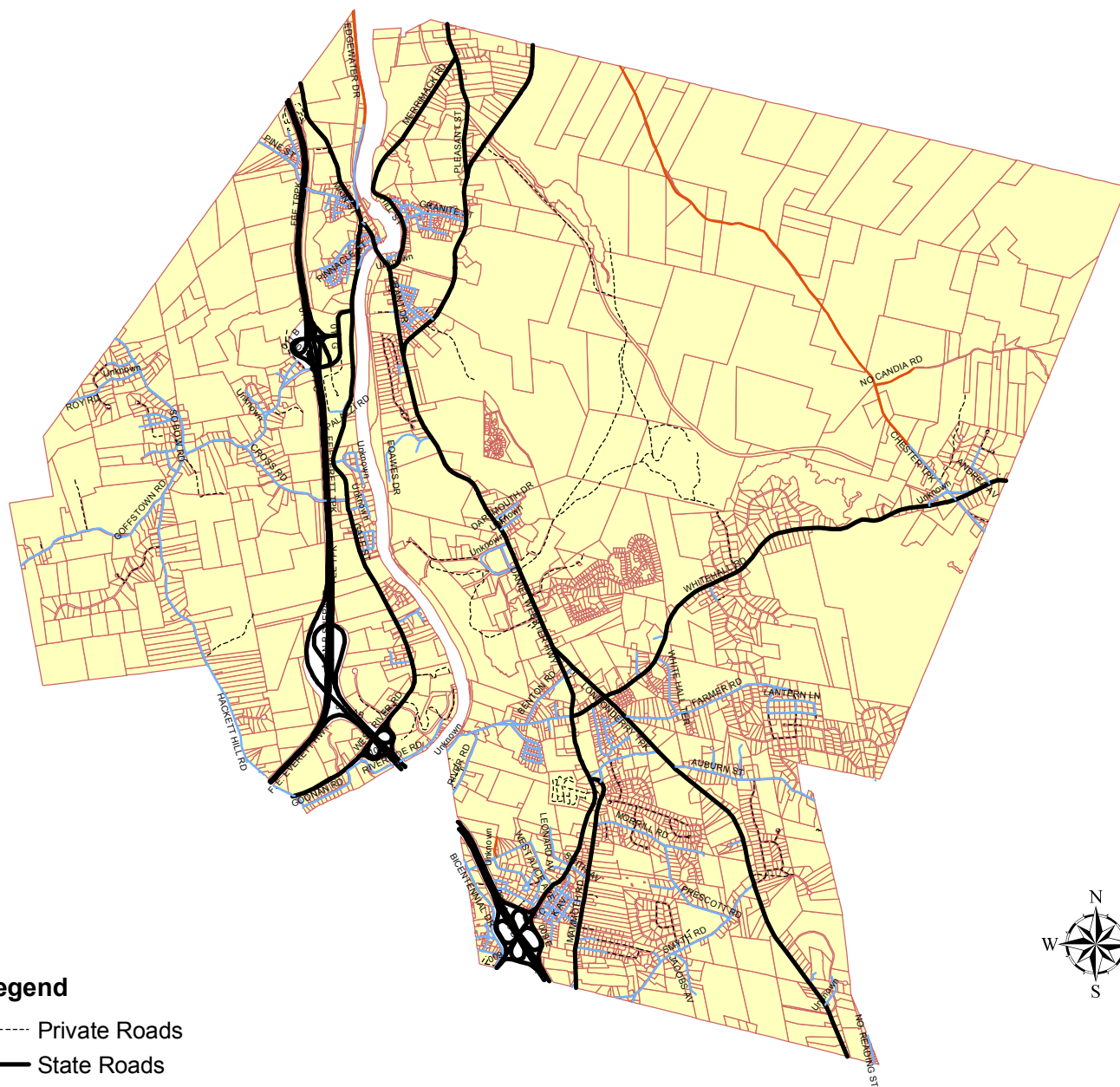
Map 1-2 depicts the major roadways, the street system, and the rivers and ponds within the community.

There are many regional decisions being made that influence the future of Hooksett—I-93 widening, Manchester Airport expansion, and the growth of southern New Hampshire generally—to name a few. Conversely, there are current and potential developments in Hooksett—current Exit 10 retail development, future retail development at Exit 11, the expansion of Southern NH University, and the emerging development of land owned by the Manchester Sand, Gravel and Cement Company—that will have an effect on the surrounding regional area. Not only should Hooksett become more proactive in reaching out to the larger region and influencing how regional decisions are made, but also Hooksett must be mindful of how its own decisions are now and will influence land use matters generally in our regional area.



# Town of Hooksett Master Plan

## Roadways



### Legend

- Private Roads  
 — State Roads  
 — Local Roads  
 — Not Maintained  
 ----- Private Roads



0      3,000      6,000      12,000  
Feet

1 inch equals 6,413.548191 feet

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**March 2004**



## 2. A VISION FOR HOOKSETT

New Hampshire RSA 674:2, Master Plan, Purpose and Description, provides the guiding principles to municipalities preparing master plans. Only two sections are required to be a part of the plan – existing and future land uses and visioning, while other data may be included covering such topics as transportation, natural resources, etc.

In addition to a land use section, the community master plan shall also include: “*A vision section that serves to direct the other sections of the plan. This section shall contain a set of statements, which articulate the desires of the citizens affected by the master plan, not only for their locality but for the region and the whole state. It shall contain a set of guiding principles and priorities to implement that vision.*”

In the development of this Master Plan, the Planning Board chose for a guiding principle to make specific recommendations for land use changes that could be implemented within the next 10-year period. In addition, the Board felt that the Master Plan should point the way toward changes that may come to pass beyond the decade. The Board is aware that its best and most careful thinking may well undergo an evolution over the years—therefore, it is the goal of the Board to devote time and energy on an annual basis to determine which parts of the Master Plan should receive a more thorough study.

On November 2 & 3, 2001, an eight month long planning process by the Hooksett Community Profile Steering Committee culminated in a gathering of Hooksett’s citizens to participate in a two-day Community Profile event. The University of New Hampshire Cooperative Extension oversaw the Community Profile program, which was attended by 82 citizens on Friday evening and 69 during the day on Saturday. A Community Profile is a process by which communities take stock of where they are today and develop an action plan for where they want to be and how they want to operate in the future. Whether the issue is a quality school system, an air pollution problem, lack of adequate affordable housing, or solid waste disposal, the need for effective problem-solving skills is the same. A community must have strong leaders, from all sectors, who are able to work together with informed and involved citizens to reach agreement on issues. The Community Profile assists communities to develop their own problem-solving abilities. It is a self-evaluation tool that draws heavily on the collective wisdom of the participants and is not a test or a comparison between communities. It provides a method for citizens to affirm community strengths, identify concerns and problems, and then to help the community structure collaborative approaches to meet these challenges creatively, to set directions for the future, and to manage change.

A number of key components were noted during this two-day event, which set a vision for the community and are relevant as guiding principles for this master plan update.



Key questions that were discussed included “*What is Hooksett like today?* and *The Vision - What do we want Hooksett to be like in the future?*”

Eleven Community Profile components were discussed the first evening and specific purpose statements and issues were formulated. Six (6) of these components are key to future land use planning and are noted here:

### **A. Vision Statements**

#### **1) Sense of Community and Recreation & Cultural Heritage**

##### **A) Statement of Purpose:**

A community is made up of different people with different interests, experiences and backgrounds. These characteristics may divide a community into natural groups, but there must be cooperation among them if the community is to work well. Increasing social complexity presents challenges to reaching consensus or resolving conflicts, but also provides opportunities for cultural enrichment. As disagreements arise, neutral forums and processes are needed where all opinions can be heard and consensus encouraged. In addition, programs are needed to increase communication and understanding of different perspectives among groups and within the community as a whole.

##### **B) Key Issues for Now and the Future:**

1. Create community center(s) for recreation, performing arts, and community education.
2. Bring different parts of town together -- a town center feeling.
3. Build on natural resources to promote a sense of community and recreation—river, bike trails.
4. Develop heritage and historic appreciation – to note where we were, where we’ll go, Robie’s, Lilac Bridge, Heritage Trail.

#### **2) Community Services, Facilities, and Utilities**

##### **A. Statement of Purpose:**

A community provides many essential facilities and services to its members—public facilities such as municipal buildings, schools, sidewalks, roads, libraries, a recycling center, and cemeteries as well as services and utilities such as police, fire, ambulance, highway maintenance, water and sewer. These key functions consume the majority of tax dollars and sharply influence the community’s quality of life.

B. Key Issues for Now and the Future:

1. Study the need for a community/youth center to help facilitate community outreach, fellowship and wellness.
2. Develop a long-term plan for highway improvements for both vehicles and pedestrians.
3. Consider the creation of outdoor recreational facilities which currently don't exist (i.e. Golf Course, Riverwalk, bike trails, walking, nature trails).
4. Improve current school building facilities to meet higher safety and technology standards.
5. Create, implement and fund Master Plan (to be refreshed in a timely fashion).

### **3) Working Landscape and the Natural Environment**

A. Statement of Purpose:

Natural resources and historical assets of a community contribute significantly to the quality of life for residents and play an integral part in defining community character. Streams, rivers, walking trails, working farms, forests, clean air, historic buildings and bridges, wildlife, and open land help determine a community's personality and contribute to the everyday pleasures of community life. A sustainable community recognizes the importance of these assets and takes appropriate measures to assure their continuance.

B. Key Issues for Now and the Future:

1. Develop a plan for walking and biking trails.
2. Develop support for the Heritage Commission's efforts towards the restoration of the Lilac Bridge and the creation of a town common.
3. Provide access to the Merrimack River, ponds and historical sites.
4. Establish information centers.

### **4) Economic Vitality**

A. Statement of Purpose:

The need to maintain flourishing workplaces is of great importance to communities. A sustainable community includes a variety of businesses, industries, and institutions which are environmentally sound, financially viable, provide reasonable wages and benefits to workers, and provide those workers with opportunities to develop their skills through training, education, and other forms of assistance to prepare for the community's future needs. Government, businesses and public service organizations are all important in

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## **A Vision For Hooksett**

retaining and attracting new investment and in developing new businesses that suit the character of the community.

### **B. Key Issues for Now and the Future:**

1. Strive to improve the school system to attract high-end employers.
2. Improve traffic circulation/transportation throughout the town.
3. Strive to create a balance between residential/commercial/industrial growth in order to establish a stronger tax base.
4. Make development process business-friendly.
5. Create a strong community social/recreation foundation, which will strengthen economic vitality.
6. Ensure that infrastructure is available to allow for economic growth i.e. water, sewer, natural gas and transportation systems.

## **5) Growth and Development**

### **A. Statement of Purpose:**

Local control of businesses is important to the economic health of a community. The more often money circulates within the community before leaving, the more the community benefits. Locally controlled businesses allow employees to have a voice in the decisions that affect them.

### **B. Key Issues for Now and the Future:**

1. Preserve and develop non-motorized trails.
2. Strive to preserve the natural environment.
3. Reevaluate zoning to provide for:
  - a. A mix of commercial—residential uses.
  - b. The location of industrial and community development closer to interchanges.
  - c. Increased buffer zones on new development.
  - d. A review of community and industrial strip zoning.
4. Consider aesthetic preservation techniques, such as:
  - a. Preserving trees and natural habitat.
  - b. Obtaining conservation easements.
  - c. Riverfront protection.
  - d. Acquiring additional green space.
5. Lessen residential and commercial sprawl.

## **6) Transportation**

### A. Statement of Purpose:

Hooksett's strategic location and economic importance bring many people to live, work, and shop here. Roads get most of us where we need and want to go, and most people drive their own cars for convenience. However, more vehicles sharing the roads results in increased highway maintenance, air pollution, and traffic congestion. Alternatives to automobile travel include pedestrian and bicycle travel, and bus and rail transportation.

### B. Key Issues for Now and the Future:

1. Manage traffic on main arteries to separate through traffic from destination traffic.
2. Develop/encourage alternate routes.
3. Encourage public transportation.
4. Provide for sidewalks, paths and streetlights.
5. Minimize traffic safety hazards.

Note: As outlined above, eleven Community Profile components were discussed during the event, with six noted here. The five that were not outlined above include: Effective Community Leadership, Informed Citizen Participation, Fostering Healthy Families, Individuals and Youth & Lifelong Education and Learning. A full outline of these components is available in the Hooksett Community Profile Report.

## **B. Community Profile Results**

After considerable discussion, these and other issues were further refined into six key topics:

1. Moving Around Our Community Safely and Easily
2. Improving Community Communication
3. Balancing Assets and Growth
4. Natural Resources
5. Creating a Sense of Community
6. Quality of Lifelong Learning

Each of these topics had two or three actions items listed with each one, which were voted on by the group. As a result of this vote, six Action Groups were formed to begin

immediately addressing Hooksett's most important needs. The current status of these groups is as follows:

- A) Creation of a Public Directory – A Public Directory has been created and distributed throughout the community. This Directory is regularly updated.
- B) Updating Master Plan – This document is the result of these groups' efforts. The Master Plan covers a wide array of topics, including natural resources, Route 3 congestion, as well as other land use and community issues. (Natural Resource Directory and Route 3 Congestion group issues were addressed under this Action item.)
- C) Heritage Trail – This committee should be re-established and should continue to execute agreements for easements with landowners along the Merrimack River.

Community Center – The Town of Hooksett is now (fall 2004) the owner of the Village School, and is striving to convert it into a community center and a Town Hall.

## C. Community Survey:

The community survey was prepared by faculty and students from the School of Community Economic Development at Southern New Hampshire University. It was distributed during the summer of 2003 and results were presented to the Town Counsel in March of 2004. Conclusions from this survey have been incorporated into the thinking in various chapters of this document.

Note: The full text of the Hooksett Community Profile Report, dated November 2 & 3, 2001 is considered an addendum to this Master Plan. A copy of the Profile Report is available at the Community Development Department and the Hooksett Public Library.

## D. An Expanded Vision:

During the Community Profile, the many meetings of the Master Plan Update Committee (MPUC), the Forums held at SNHU, and during public Planning Board workshops, the collective vision of the community is expanded to include:

- New roadway alignments and improvements to existing roadways to alleviate traffic congestion;
  - To resolve traffic congestion on Route 3;
  - To construct the Connector Road (College Park Drive);
  - Move toward the realization of the Southern Leg of the Parkway; and
  - Create roadway impact fees, and work with developers to make roadway improvements necessitated by new growth.

- Control of the timing of residential growth;
  - To plan for the implementation of necessary infrastructure.
- Economic development promotion;
  - Determine those geographical areas where commercial, industrial, business office, and other non-residential development can be encouraged;
  - Assist existing businesses to remain viable; and
  - To bring about the greatest good for both the business community and for the Town as a whole.
- Open space conservation promotion;
  - Work proactively with landowners to conserve as much land as possible in several areas of Town to create unfragmented wildlife habitat.
- Provision of housing for the diversity of our population;
  - Specifically to create housing opportunities for those who may have to expend over 30% of income for shelter, and to assist in efforts to eradicate homelessness; and
  - Make necessary changes to the Zoning Ordinance to allow for residential infill construction in areas already served by, or within a short distance of, sewer and water facilities.
- A variety of active and passive recreation opportunities;
  - Encourage the developers of new growth to provide recreational opportunities.
- Educational opportunities for all age groups;
  - Manage residential growth to maintain a balance between population increases and the ability of the Town to provide a high quality education for our youth; and
  - Encourage developers to contribute to the realization of this goal.
- Preservation of the walkable attributes and human scale of the Hooksett Village while carefully expanding the opportunities for non-residential uses within a mix of uses;
  - Find ways to reduce traffic in the Village area.

It is determined herein to be a part of the Vision of the Community for the Town of Hooksett to carry out studies on issues of local and regional importance; such studies may include the following:

- How to fund the service costs of growth (may involve our participation in a regional study)
- How to determine the optimal population that our resources will allow (build-out)
- How to deal with such anticipated long-term transportation issues as a bridge crossing
- How to prioritize and protect open space.
- How to plan for future recreational areas.
- How to keep Hooksett's Zoning Ordinance and other land use regulations relevant, updated, and able to accomplish the goals of this Master Plan.
- How to best encourage economic development compatible with the character of the community.



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## A Vision For Hooksett

- How to effectively address the rapid rate of growth.
- How to maintain access to and from the community's roadways for the benefit of both the public and local businesses.

# 3. EXISTING LAND USE

## 1. Overview

Existing land use can be a confusing concept. For the purposes of master planning, the term means the identification of the actual use being made of a parcel of land at a given time—in this case, as of March 2004. It *may not be the same as* its classification for zoning purposes. A zone designation, for example “medium density residential”, means the kind of use the community would like to see in that area, but one or more parcels in that area may contain “non-conforming” uses, or non-residential uses that are “grand-fathered”. A convenience store may exist in a residential zone because it pre-dated the establishment of the zone designation. The convenience store is the existing land use in spite of the fact that the land is zoned for residential uses. In the context of this chapter, we are concerned with the actual use of the land regardless of its zoning classification.

Actual, or existing, land uses affect a community in many ways. The type and intensity of land use can influence an area’s sense of community and cohesiveness, its scenic beauty and general health and safety. From a planning perspective, the understanding and regulating of land use is important in order to avoid destruction of sensitive environments, to ensure property owners that their property values will not be threatened by undesirable neighboring land uses, and to avoid situations which would lead to inefficient provision of municipal services. This chapter provides a description of the actual, existing uses of the land area in Hooksett.

## 2. The Existing Land Use Map

A detailed Existing Land Use Map, Map 3-1, has been prepared during the last quarter of 2004 on the basis of information obtained through analysis of Hooksett Assessing Department data, a review of subdivision and non-residential site plans, as a result of field observations made by volunteers and municipal staff, and input provided by private property owners. This electronic map, in its large wall map version produced by ArcView software, is on file at the Hooksett Municipal Building in the Community Development Department, and is a part of this master plan by reference. Map 3-2 outlines existing Zoning.

## 3. Existing Land Use Categories

The categories for existing land use map classification are described as follows:

- A. Residential: Includes all one, two and three family dwellings; these may include traditional stick-built homes constructed on site. In addition, it may include manufactured homes built off site on a chassis, transported to the site and set up after removal of the wheels; and may include manufactured homes built off site (without a

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## Existing Land Use

chassis), transported to the site in one or more sections by trailer and placed on a foundation.

- B. Multi-Family Residential: Includes all residential structures housing four (4) or more families. These homes include condominiums that are often built with four units, sitting on a single footprint.
- C. Commercial: Includes all retail, wholesale, and personal and professional services locations; boarding houses; nursing, convalescent, and assisted living locations; and motels and hotels.
- D. Industrial: Includes all manufacturing, assembly, and warehousing operations; active sand, gravel, and quarrying sites, active sawmills; and auto body repair shops.
- E. Mixed Use: Includes locations where combinations of the above activities were identified within the same structure, or on the same lot. Because of the current limits of GIS, at this time it is difficult to graphically map more than one use on a property, therefore this Use category was not mapped.
- F. Public: State- or municipally-owned public lands that are normally or often open to the public; protected open public land.
- G. Semi-Public: Privately owned undeveloped lands (Manchester Water Works); open space associated with a cluster development.
- H. Undeveloped: Not Semi-Public; no habitable structures, forest or field, wetland or buildable, or when 10 acres more are open, regardless of what kind of structure is on it.

***DISCLAIMER:** The land uses depicted on Map 3-1 “Existing Land Use”, from the categories described above and Table 3-1 “Existing Land Use Acreage 2004”, should not be relied upon for complete accuracy. While every effort has been made to depict the use of each parcel (at the time this map is dated), mixed uses on a single parcel cannot be shown. In addition, the Community Development Department may not know the actual use(s) of the parcel; in most cases, we have relied upon the Assessing Department’s records.*

## 4. Acreage Tabulations

Existing land use acreage tabulations were compiled for the mapped categories. Tabulations were made by using data contained in the Assessing Department records, site/subdivision plans, and excavation site records. For large lots that were only partially developed, judgments were made concerning how much of the lot was considered developed and how much was considered undeveloped. The acreage determination for streets was made by the NH Department of Transportation (DOT) based on data contained in the Department's inventory of public rights-of-way.

Although a considerable effort was made to compile reasonably reliable data, it was neither necessary nor practical to make exacting acreage determinations. The objectives of the existing land use analysis were to be able to make approximate determinations and general observations about development patterns.

Table 3.1 contains a summary of Hooksett's 2004 land use acreage, and provides comparable data on the percentages of developed and total area devoted to each category. It should be noted that the vast majority of the public and semi-public land is essentially undeveloped. Much of this area, particularly state land, watershed protection land, and PSNH land, are not likely to be developed due to the "open space" purposes for which it was acquired. Therefore it is distinguished separately from the "developed" and "undeveloped" land totals.

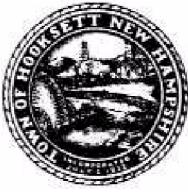
## Existing Land Use

**Table 3-1 - Existing Land Use Acreage 2004**

Use Category	Acres	% of Total Developed	% of Total Acreage
Single Family	4,339	66.5	18.3
Multi-Family	283	4.3	1.2
Manufactured Homes	65	1.0	0.3
Total Residential	4,687	71.9	0.3
Commercial	646	9.9	2.7
Industrial	687	10.5	2.9
Utilities	140	2.1	0.6
Total Non-Residential	1,473	22.6	6.2
Tax Exempt	2,959	45.4	12.5
Open Space & Forest	1,865	28.6	7.9
Current Use	3,326	51.0	14.1
Agriculture	362*	5.6	1.5
Wetland & Unproductive	741	11.4	3.1
Total Developed	6,522**	100	27.6
Total Undeveloped	17,144***		72.4
Total Acreage	23,666		100

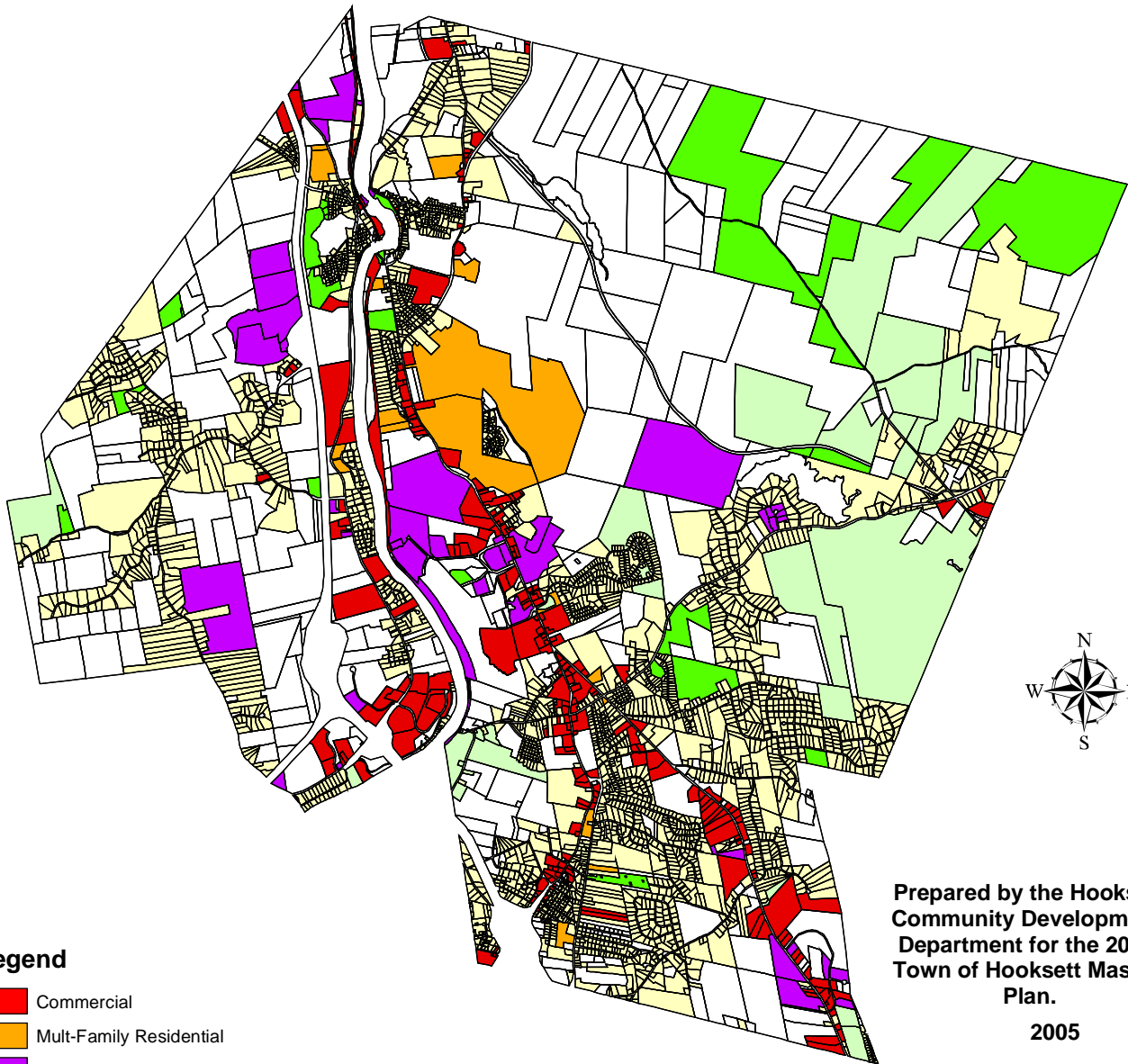
- \*Includes farmland, productive woodland and pasture.
- \*\*Includes residential, commercial, industrial, utilities and agriculture.
- \*\*\*Includes land exempt from taxation, open space, forest land, land in current use, wetland and unproductive land, and vacant land zoned residential, commercial, or industrial (parcels without any improvements).

Source: Hooksett Assessing Department, MS 1 Report, Assessor's Classification (LA4) Report.



# Town of Hooksett Master Plan

## Existing Land Use



### Legend

- Commercial
- Multi-Family Residential
- Industrial
- Public
- Residential
- Semi-Public
- Undeveloped

0 3,000 6,000 12,000 Feet

1 inch equals 6,659 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

2005

Source:  
Master Plan Committee

This information has been taken from  
the Hooksett Assessing Dept,  
MS1 Report of 2003, Assessor's Classification (LA4).

## 5. Traffic Zones

Southern New Hampshire Regional Planning Commission developed a traffic model that divided the community into a number of Traffic Zones. These Zones will continue to be utilized for traffic analysis.

## 6. Summary

- A. Residential Land Use: From an examination of the Generalized Existing Land Use Map, it appears that residential development has followed closely the pattern set in the 1989 Master Plan. Residential development continues to be a major land use activity despite the fact that a drive along the community's fast-growing major thoroughfares might suggest otherwise—and would certainly suggest a major increase in traffic. With three (3) major exceptions, dwelling units are somewhat unevenly distributed throughout the town. The first exception is the northeast quarter, where there is very little development of any type (due largely to the presence of Bear Brook State Park, to watershed conservation lands owned by Manchester Water Works and physical constraints of the landscape); the second exception is the approximately 3,800 acres of currently undeveloped land owned by Manchester Sand and Gravel, the town's largest landowner; and the third exception is a collection of large, vacant areas north and south of Cross Road, and west of Hackett Hill Road. The greatest concentration of residential uses occurs in southeast Hooksett in the areas served by Route 3, Mammoth Road (Route 28), Bypass 28, Whitehall Road (Route 27), and Smyth Road. Smaller, yet significant, residential concentrations occur west of the Merrimack River along Route 3-A, Hackett Hill, South Bow, Goffstown, and Roy roads, and in the Hooksett Village area.
- B. Commercial Land Use: Commercial activity is primarily concentrated at three (3) locations: a) Along Route 3 especially south of Legends Drive; b) Along Bypass 28; and c) At Exit 10, where we have seen the recent development of Target, Kohl's, BJ's Wholesale Club, and Home Depot.
- C. Industrial Land Use: In terms of acreage utilized, industrial activity in Hooksett is dominated by extensive sand and gravel operations (or lands recently played out and not yet developed), and quarrying operations, the most significant of which are found in the center of town on either side of Route 3; and west of the Merrimack River on Route 3-A adjacent to the Bow and Manchester lines. Several smaller sites occur at scattered locations.
- D. Other Industrial Land Use: Other industrial development (non-extractive) is, by and large, confined to the Hooksett Industrial Park and the Granite Industrial Park located on opposite sides of Route 3 in the center of town, and in somewhat smaller industrial

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## Existing Land Use

parks, which are developing adjacent to Bypass 28 in the extreme southeast corner of town.

Land subdivision and site development activities have continued nearly undiminished since the 1989 master plan; with the exception of the northeast corner and the tracts of played out extraction activity, no area of the community has lacked a considerable increase in land conversion from the “undeveloped” to the “developed” status.

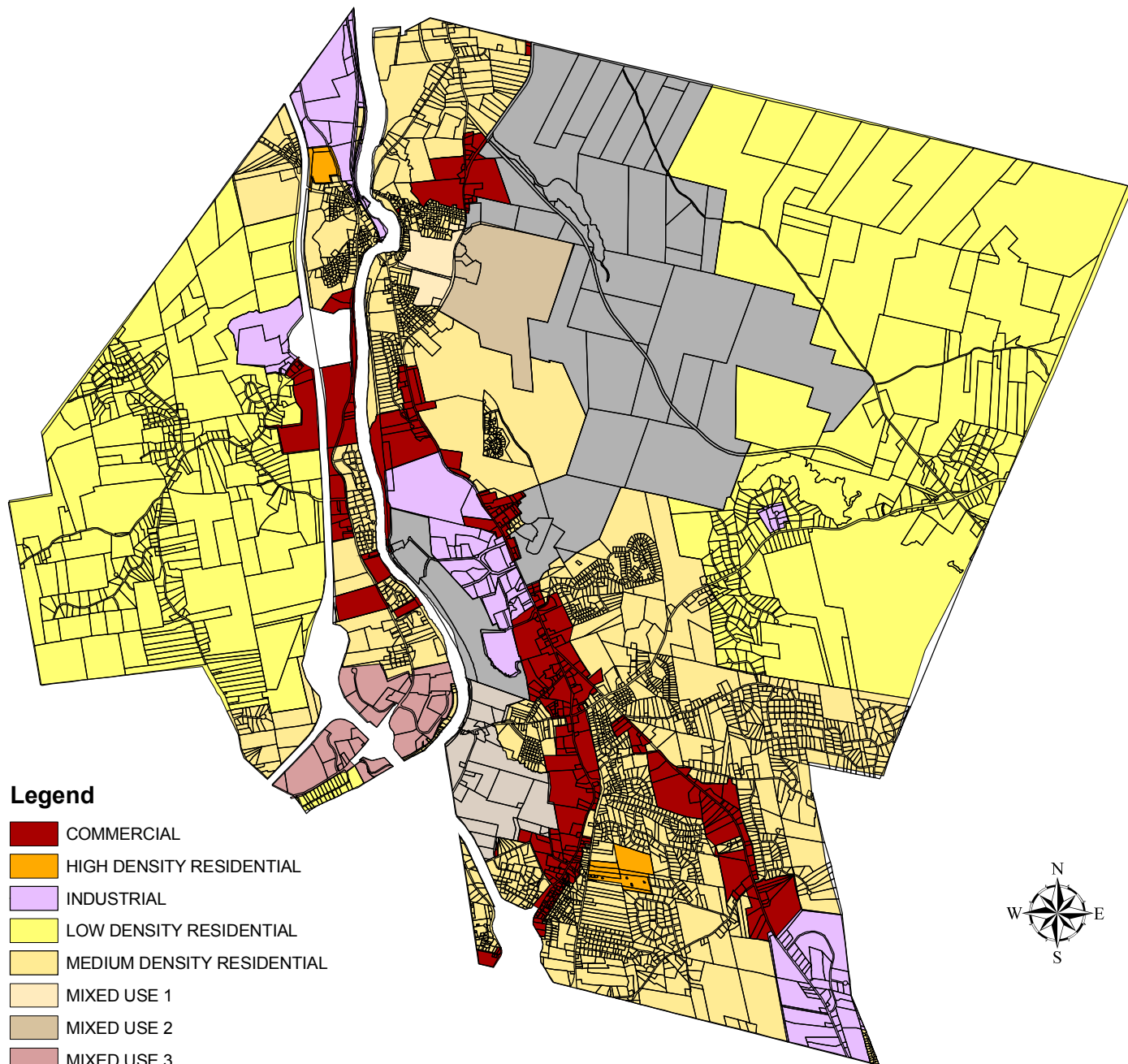
The Planning Board and the staff are aware that there may be errors in the Existing Land Use Map (Map 3-1). With the writing of this Master Plan, this is the first time that existing land uses have been mapped using our limited electronic capability. Of course, changes to the land uses are occurring continually given our rapid growth. It is the intent of the Community Development Department, the Assessing Department, and those involved with developing computer databases and mapping for the Town to enhance our abilities to map these land uses with increasing accuracy.





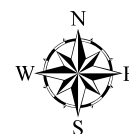
# Town of Hooksett Master Plan

## Generalized Zoning Districts



### Legend

- COMMERCIAL
- HIGH DENSITY RESIDENTIAL
- INDUSTRIAL
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- MIXED USE 1
- MIXED USE 2
- MIXED USE 3
- MIXED USE 4
- MIXED USE 5



0 3,000 6,000 12,000  
Feet

Source:  
Southern NH Planning Commission

1 inch equals 6,000 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

March 2004

# 4. COMMUNITY FACILITIES & SERVICES

## 1. Introduction

This chapter of the Master Plan examines Hooksett's community facilities along with their associated buildings, land and infrastructure. This review includes the departments of police, fire, ambulance, highway, parks and recreation, as well as the municipal building and library facilities. Also examined are the town's utility systems, including water, sewer, and electric.

Without comprehensive planning, the competing demands of maintaining existing facilities versus the construction of new facilities to service future development can overwhelm the capacity of a municipality to respond effectively to changing circumstances. The lack of adequate municipal facilities can also impede future growth and compromise efforts to encourage economic development. See Map 4-1 for the location of community facilities.

## 2. Hooksett Police Department

The Hooksett Police Commission, working through the Chief of Police, has the ultimate responsibility for the Hooksett Police Department. The Police Commissioners are appointed by the Town Council, and are collectively responsible for hiring, evaluating, promoting, and terminating members of the Police Department as appropriate, and for overseeing the management of the police department within the guidelines of applicable law and appropriated funding.

The police department is currently composed of the following positions:

### A. Sworn Officers

- 1 Chief
- 2 Lieutenants
- 4 Sergeants
- 3 Detectives
- 11 Patrol Officers

### B. Clerical Personnel

- Administrative Assistant
- Transcriptionist
- Administrative Records Clerk
- Receptionist

**C. Other Civilian Personnel**

Prosecuting Attorney  
Animal Control Officer

**D. Communications Unit Personnel**

1 Dispatch Supervisor  
3 Dispatchers, grade I  
4 Dispatchers, grade II

The Police Department currently has 18 vehicles:

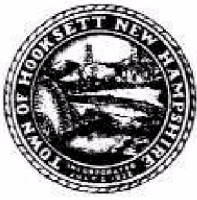
10 marked police cruisers  
5 unmarked police cruisers  
1 Van  
1 DARE Program vehicle  
1 Motorcycle

The detectives, patrol officers, dispatchers, and three of the administrative staff personnel are represented by the Teamsters of New Hampshire, Local 633.

Future staffing demands will be dictated by the pace of growth occurring in and around the community and the type of criminal activity in the region.

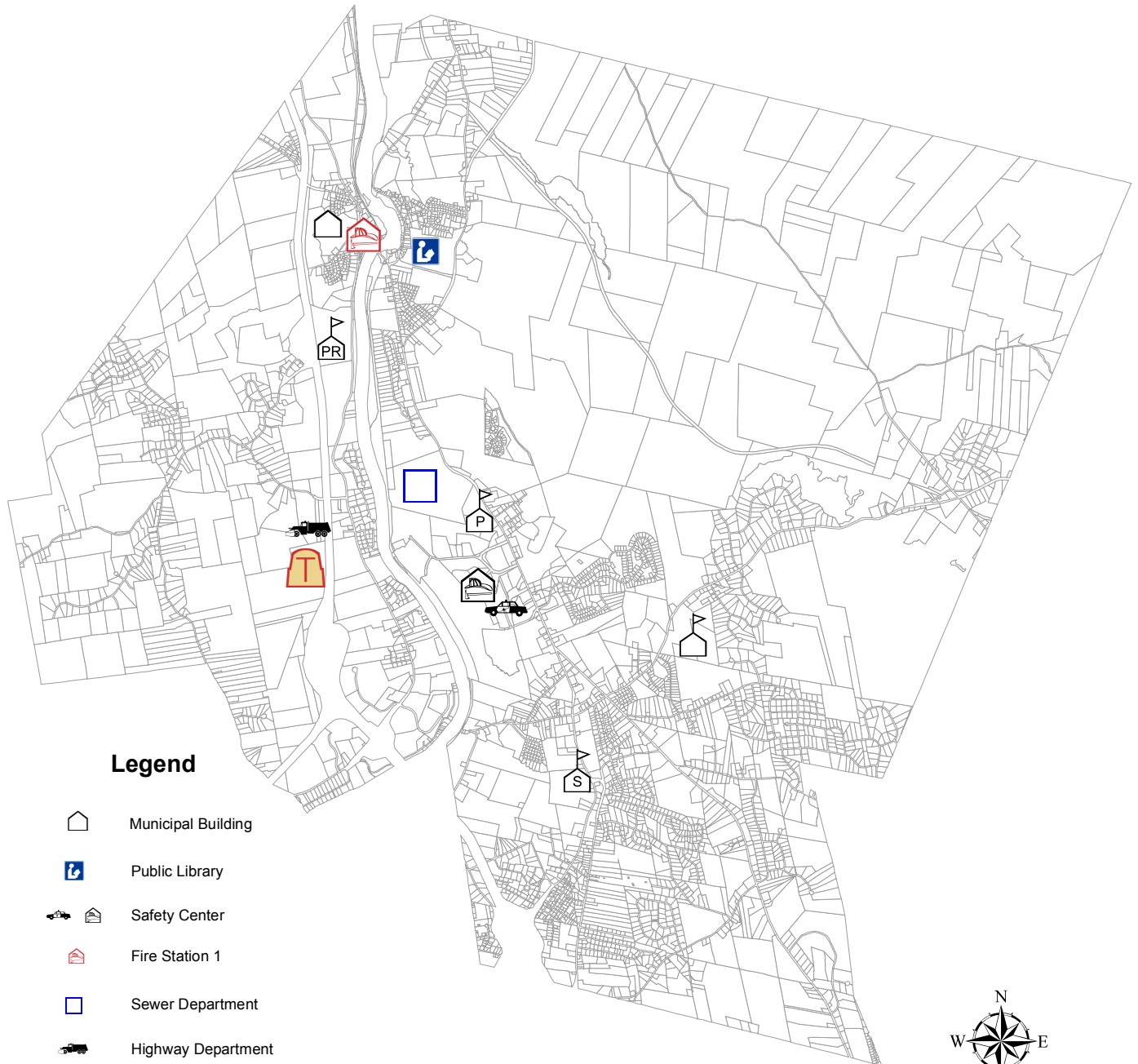
**E. Police Facilities**

The police department is located in the Safety Center on Legends Drive, which is just north of the Granite State Marketplace. The total floor area devoted to the police department is approximately 13,606 square feet. The location is the most central point in town in terms of emergency responses. This facility was constructed in 1997 and was expected to serve the needs of the police department for the next 20 years. If the community continues to grow at a rate similar to that experienced over the last five years, the Department may require additional space prior to the year 2017. These growth trends and the type of demands placed upon the Department will dictate future space needs. Fire and Ambulance dispatch moved to Concord Dispatch in June 15, 2005.














# Town of Hooksett Master Plan

## Community Facilities



### Legend

-  Municipal Building
-  Public Library
-  Safety Center
-  Fire Station 1
-  Sewer Department
-  Highway Department
-  Transfer Station
-  Cawley Middle School
-  Memorial School
-  Village School
-  Underhill School

0 3,000 6,000 12,000 Feet  
1 inch equals 6,000 feet



Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

March 2004



*Hooksett Safety Center*

*Photo by Joan McDonald*

## **F. Operations**

On February 20, 1996, the Police Commission promulgated a mission statement for the police department. It states:

“The mission of the Hooksett Police Department is to serve the community, to prevent crime, to fairly and impartially enforce the law, and to protect life and safeguard property. The Hooksett Police Department will strive to instill public confidence by maintaining a high degree of professionalism, dedication and expertise in the delivery of law enforcement service. The integrity of, and respect for, the Hooksett Police Department is enhanced by its contribution to the welfare of the citizens, its concern for excellence, and by the guidance it provides to its members towards a high level of ethical practice.”

In 1995, the police department reintroduced the K-9 Team as part of its patrol component. The department continues to provide Drug Abuse Resistance Education (DARE) to students. In addition, the Department sponsors the GREAT Program, Gang Resistance Education and Training. The existing computer system is currently not meeting the Department’s needs. The Department continues to evaluate emerging technologies to ascertain which improvements could help to provide better, more efficient services to the community.

The police department continues to enjoy sound working relations with neighboring jurisdictions. In addition, the department works closely with the Office of the Merrimack County Attorney, the High Sheriff of Merrimack County, and the Major Crime Unit of the New Hampshire State Police on major or sensitive investigations that call for their particular expertise. Moreover, the department has a mutual aid agreement with the Manchester Police Department that allows it to call upon that agency’s Special Reaction Team and/or crisis negotiators as situations dictate. The department has made use of all of these resources in the past, and will continue to do so in the future. The department also works with federal agencies such as the Federal Bureau of Investigation (FBI), Drug



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## Community Facilities and Services

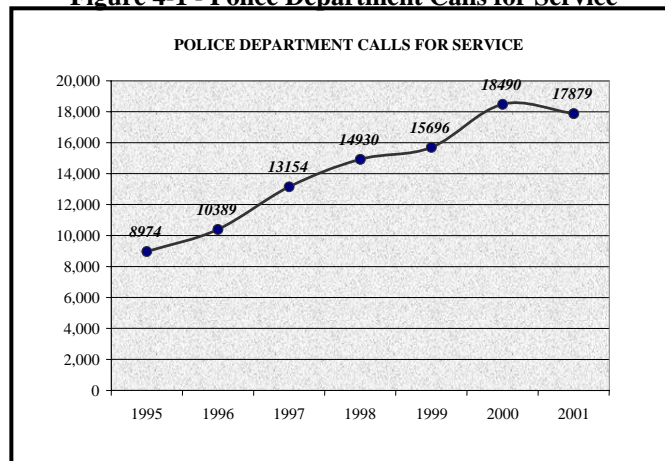
Enforcement Agency (DEA), Immigration and Naturalization Service (INS) and the Bureau of Alcohol, Tobacco, and Firearms (ATF). This interaction is the result of these federal agencies' activities in Manchester and the resulting movement of crime from the urban area into adjacent rural communities.

Table 4-1 outlines police activity of the last five years. Since 1998/99, increases in police activity can be seen in both thefts and traffic accidents, which had the most dramatic increase of 33.7% over the five year time period. Figure 4-1 outlines total Police Department calls since 1995.

**Table 4-1 - Police Activity 1998/99 – 2002/03**

Activity	1998/99	1999/00	2000/01	2001/02	2002/03
Arrests	276	254	269	300	286
Burglaries	38	42	27	27	38
Robberies	1	4	3	3	4
Assaults	64	73	80	83	100
Thefts	290	294	190	228	342
Criminal Mischief	196	226	172	200	184
Traffic Accidents	524	569	435	614	701

**Figure 4-1 - Police Department Calls for Service**



*G. Police Department Recommendations*

- 1) The Department's computer system will require a major upgrade within the next two years. Monies have been set aside that will assist in funding this capital expense.

### 3. Communications Center

The Hooksett Communications Center is also located in the Safety Center, which was constructed in 1997. This facility is expected to serve the needs of the Hooksett Police and Fire Departments, as well as Allenstown Police, for the next ten years.

The Communications Center continues to provide dispatching services for the Hooksett Police Department, Hooksett Fire Department and Allenstown's Police Department. No change in these dispatching responsibilities is expected to occur in the foreseeable future. The statewide Enhanced-911 (E-911) system is on-line, and has been successful. The E-911 system is a complex, computer-aided system designed to provide better emergency response for all citizens. As with many communication systems in the State, the Center is making plans to convert from its current analog system to digital.

Table 4-2 outlines the Center's emergency call traffic over the last five years, with all three emergency branches seeing an increase in call volume.

**Table 4-2 - Emergency Call Activity 1998/99 - 2002/03**

<b>Activity</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03</b>
Ambulance	8,771	8,575	9,983	9,932	10,020
Fire	11,952	13,250	14,789	15,045	15,254
Police	66,121	75,497	73,807	75,297	82,767
Miscellaneous	342	370	560	455	322

*A. Communications Center Recommendations*

1) Detailed estimates should be obtained on the cost to convert the existing analog system to a digital system.

#### **4. Ambulance Service**

Ambulance service in Hooksett is provided by Tri-Town Ambulance Service. Tri-Town is not a municipally owned service, rather it is a 501 C-3 non-profit organization. It has served the towns of Hooksett, Allenstown, and Pembroke for about 32 years, having been established on April 26, 1972.

For about three (3) years, Tri-Town has housed a crew and a vehicle in Hooksett at the Safety Center on Legends Drive. The ambulance dedicated for use in Hooksett is housed at the Safety Center from 9:00 am to 5:00 pm each day. There are two (2) ambulance officials in Hooksett during that time – one Para-Medic and one intermediate or basic Emergency Medical Technician (EMT).

Service both before and after the 9:00 am to 5:00 pm shift is provided by Tri-Town staff from their offices in Pembroke, located at 17 Central Street in Pembroke. The staff in Pembroke usually consists of three (3) full-time Para-Medics, one full-time (1) EMT, and a number of part-time EMTs, and a number of volunteers. There are a total of three (3) ambulance vehicles – the one in Hooksett during the day, and two in Pembroke.

Figure 4-2 outlines the number of ambulance calls in 2001 – 2003, showing an increase in volume each year. Figure 4-3 breaks these calls down by the day of the week the calls were made.



Figure 4-2 - Tri-Town Ambulance Call Volume Statistics

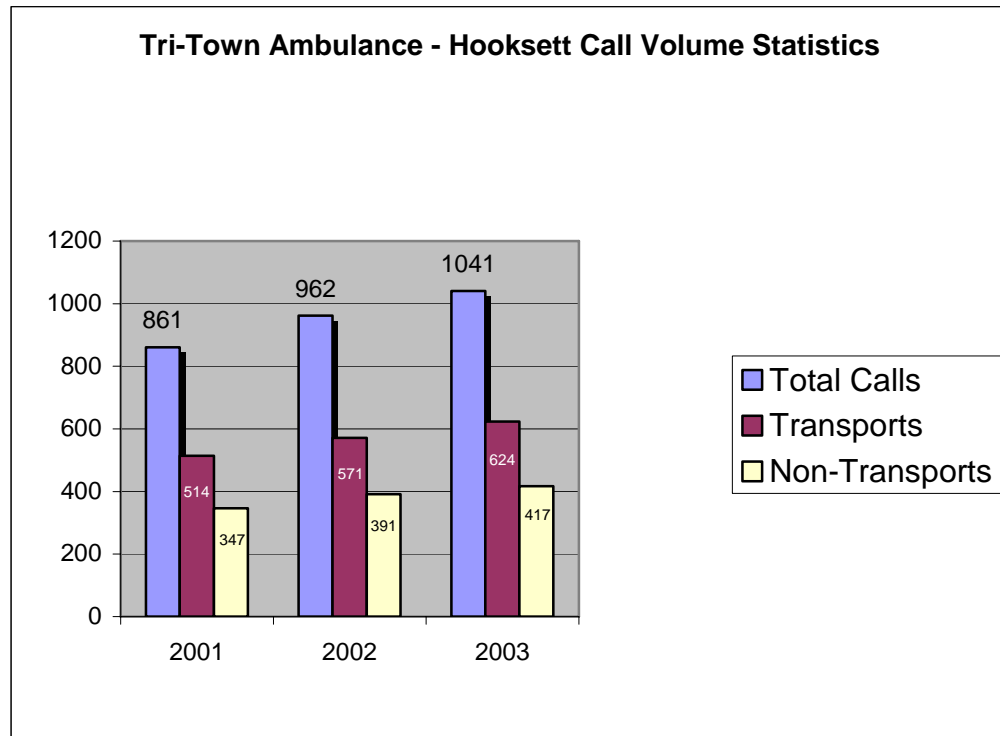
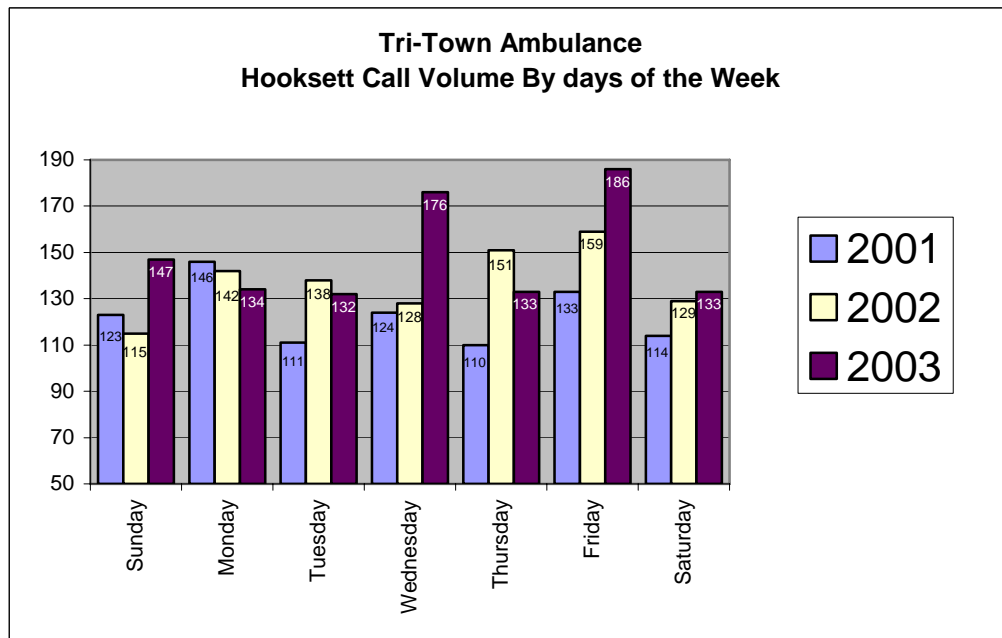


Figure 4-3 - Tri-Town Ambulance - Hooksett Call Volume By days of the Week



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## Community Facilities and Services

### A. Ambulance Service Recommendations

1) Given the current population of Hooksett, ambulance service responding from the Safety Center should be provided on a full time basis.

## 5. Fire Department



### A. Personnel

The Hooksett Fire Rescue Department currently has 30 full-time personnel.

1 Fire Chief/Department Head  
1 Assistant Fire Chief – Operations/Training  
1 Deputy Fire Chief – Prevention/Inspection  
1 Lieutenant inspector/prevention/Safety Officer  
2 Station/Shift Captains – One per Station  
6 Shift Lieutenant Officers – one each, per remaining shift  
17 Firefighters  
4 Call Firefighters  
1 Fulltime Administrative Assistant

In addition HFRD has 5 Part-time Personnel:

1 Forestry Warden  
1 Forestry Firefighter  
1 Call Company Captain  
1 Chaplain  
1 Administrative Assistant

### B. Facilities & Equipment

There are 2 Fire Stations in Hooksett.

1. Hooksett Safety Center  
Hooksett Fire & Rescue Central Station  
15 Legends Drive
2. Hooksett Village Fire Station  
Station # 1  
3 Riverside Street

All full-time Company Officers and Firefighters are required to be trained and certified to a minimum standard of: Emergency Medical Technician – Basic, Automatic Defibrillator operator, Hazardous Materials Operational responder, Professional Firefighter qualifications, Commercial Driver License –Emergency Vehicle Operator. In addition to these mandatory levels, all members have gained certification in other areas. These areas include: Emergency Medical Technician – Intermediate, Hazardous Materials Technician, South East New Hampshire Hazardous Materials District Team member, Technical Rescue Specialist, Company Officer, Fire Command & Control courses, Fire Protection/Fire Science Associates Degree, as well as other higher education degrees, etc.

The Hooksett Fire and Rescue Central Station is located in the Hooksett Public Safety Center, located at 15 Legends Drive. It was built in 1997 and currently offers room for the expansion of both staff and apparatus. This location houses the Public Safety Employee's Fitness room. This location also serves as the Hooksett Fire Department main training facility. The Central Station has 13 Firefighters operating as 1st response fire suppression/EMS personnel. Central Station personnel are divided into 4 groups or "Shifts." 3 Shifts consist of 1 Duty Officer and 2 Firefighters and 1 Shift consists of 4 personnel, 1 Duty Officer and 3 Firefighters. The extra Firefighter on this Shift "floats," as this Firefighter is used as a cost saving measure, to fill vacancies on other Shifts created by personnel taking extended scheduled leave (vacation, injury leave, maternity leave, etc.) It is desired by the Hooksett Fire and Rescue Department to have 4 personnel for each shift at the Central Station to provide the ability to fill any vacancy created, scheduled or unscheduled (sick leave, emergency leave, single day vacation, etc.) on each shift, while continuing to provide a minimum of 3 Firefighters. This would again satisfy the cost saving measure desired by and for the community. This would also allow the Fire Department to meet the Nation Fire Protection Association (NFPA) standard #1710, Minimum Staffing Level of 4 personnel per shift, when no vacancies to fill exist. The administrative Officers work out of the Central Station. The Chief Officers consist of the Chief of the Department (Department Head) Assistant Chief (Training and Operations) Deputy Chief (Inspection and Prevention) Lieutenant Inspector/Safety Officer and the full time Administrative Assistant. Also operating out of this Central Station is the Fire Warden, Hooksett's Emergency Management Coordinator, a part time Administrative Assistant and the Call Captain. A Fire Department Chaplain uses the Central Station as a base but is found at both Fire Houses.

Vehicles and Fire Apparatus located and operated from the Central Station provide initial coverage for the Granite Hills community and southward, as well as to the Candia and Manchester borders. They are as follows:

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## Community Facilities and Services

Engine 4 is a 1981 American Lafrance fire pumper with more than 55,000 miles on it and displays over 1000 hours. It pumps water at up to 1500 gpm and carries 800 gallons of water along with a basic complement of ground ladders, hose, tools and EMS supplies. It also carries breathing apparatus.

Tanker 3 is a 1991 E-1 International water tender. It carries 1500 gallons of water for use in our non-hydrant district. It has a 1500 gpm pump and a 12" jet dump to quickly release the water for portable tank filling operations. It has over 44,000 miles and 3061 hours on its chassis and pump. It also carries a complement of hose, ground ladders, breathing apparatus for 3 and various tools and water supply equipment.

Truck 1 is a 2003 KME Quint. It has a 75' ladder, a 1500 gpm pump, carries 500 gallons of water and 30 gallons each of class A and B foams for fire suppression and fuel spills, respectively. It carries a full complement of hose. It also carries motor vehicle extrication tools, technical rescue equipment, ground ladders, EMS supplies, rehab supplies, breathing apparatus for a crew of 4 and numerous tools and equipment used for emergency incidents of various types.

Mass Decontamination Trailer – Special Hazard 1 Vehicle is a trailer used for decontamination of personnel exposed to hazardous materials. Although this unit is housed at the Central Fire, this trailer is owned by the South Eastern New Hampshire District Hazardous Materials Team.

Forestry 1 is kept at the Central Station but is owned by NH Dept. of Revenue and Economic Development (DRED) Forestry Division. It is a deep woods brush fire truck. It is a 1954 Dodge Power Wagon that carries 250 gallons of water, hose and forestry firefighting tools (chainsaws, axes, rakes, etc.) Last recorded mileage was at 39251 miles. It has a mounted portable pump (Mark-3) capable of delivering 98 gpm and pressures up to 380 psi.

Forestry 2 is an urban-interface off-road forestry vehicle. It is a 2002 Ford F-350 set up with a 425 psi, 95 gpm portable pump (BB-4.) It carries 300 gallons of water, a winch, forestry tools and EMS supplies. It currently has 13,668 miles on it and it is frequently used as an additional vehicle by our Inspection/Prevention Personnel.

Forestry 4 is also owned by NH DRED and kept at the Central Station. It too is a deep woods brush truck. It is a 1952 Dodge Power Wagon that last registered 13152 miles on the odometer. It is used for carrying forestry equipment, personnel and supplies.

Special Hazards 1 is located in the Central Station, but is owned by the South East N.H. Haz-Mat Mutual Aid District (SENHHMMAD.) It is a 2000 Ford cube van, which carries Hazardous Materials equipment (overpack drums, personal protective equipment {PPE}, absorbent pads, mitigation tools and equipment, etc.) It currently has just over 4000 miles on it. This vehicle also pulls the SENHHMMAD mass casualty decontamination trailer.

Car 1 is used by the Chief of the Department. It is a 1999 Chevy, Tahoe with over 62,726 miles on it. This vehicle is used as a mobile command post. It also carries breathing apparatus and a basic supply of EMS equipment.

Car 2 is a 1995 Chevy Suburban with 84851 miles on it. The Assistant Chief as a mobile command post uses it. It also carries breathing apparatus and a basic supply of EMS equipment.

Car 3 is a 1995 Ford Crown Vic, received from the Hooksett Police Department. It has 135,156 miles on the odometer and is used by the Fire Inspection/Prevention Deputy Chief. The car serves as a mobile office as well as provides transportation to an incident scene for fire investigation when needed.

Station #1, located at 3 Riverside Drive, is the 2<sup>nd</sup> home to 12 Fire fighters. This is divided into 4 groups of 3. Each Group or “Shift” consists of 1 Duty Officer and 2 Fire Fighters. It has eating and sleeping quarters and is staffed around the clock, 24/7 – 365 days a year. This Station was built in 1994 and is filled to near capacity for both apparatus and staff. Apparatus housed and operated out of Station #1, provide initial coverage for the “Village” area and the west side, as well as to the Manchester, Dunbarton, Goffstown, Allenstown and Bow borders. They are as follows:

Engine-2... a 1998 American-Lafrance pumper with a 1500 GPM pump carrying 800 gallons of water, 30 gallons of class A foam for fire suppression, breathing apparatus for a crew of 4 as well as ground ladders, firefighting tools and equipment, emergency medical service (EMS) equipment, technical rescue equipment and rehab supplies. There are over 67,500 miles and more than 5110 hours on this Fire Engine.

Engine 5, a 1988 FMC pumper with a 1000 GPM pump carrying 750 gallons of water. It also carries breathing apparatus for a crew of 4 and a basic complement of ground ladders, hose, tools and EMS supplies. It's odometer stopped registering mileage at 15080 miles. It displays 4748 hours currently.

Engine 1 is a 1985 E-1 fire pumper with better than 150,000 miles on it at last count. It has more than 2872 hours displayed for it's fire pump. It is the 1<sup>st</sup> due pump for Station #1. It carries 1000 gallons of water and 30 gallons of class B foam for fuel spills. This pumper has its best days behind it but remains as an active fire engine until a replacement is made. It carries breathing apparatus for 4, a full complement of hose, ground ladders and fire fighting tools.

Hose Reel Truck, called Hose 1, is a 1992 E-1 International with 15496 miles and 1108 hours registered on it. It has a reel that lays out and picks up the 2500' of 4" large diameter hose for water supply.

Forestry 3 is a 1962 Dodge Power Wagon deep woods brush truck. It's odometer displays 27,457 miles on it. It carries a mounted BB-4 portable pump and 250 gallons of water. It also hauls into the woods forestry fire fighting tools and equipment.

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## Community Facilities and Services

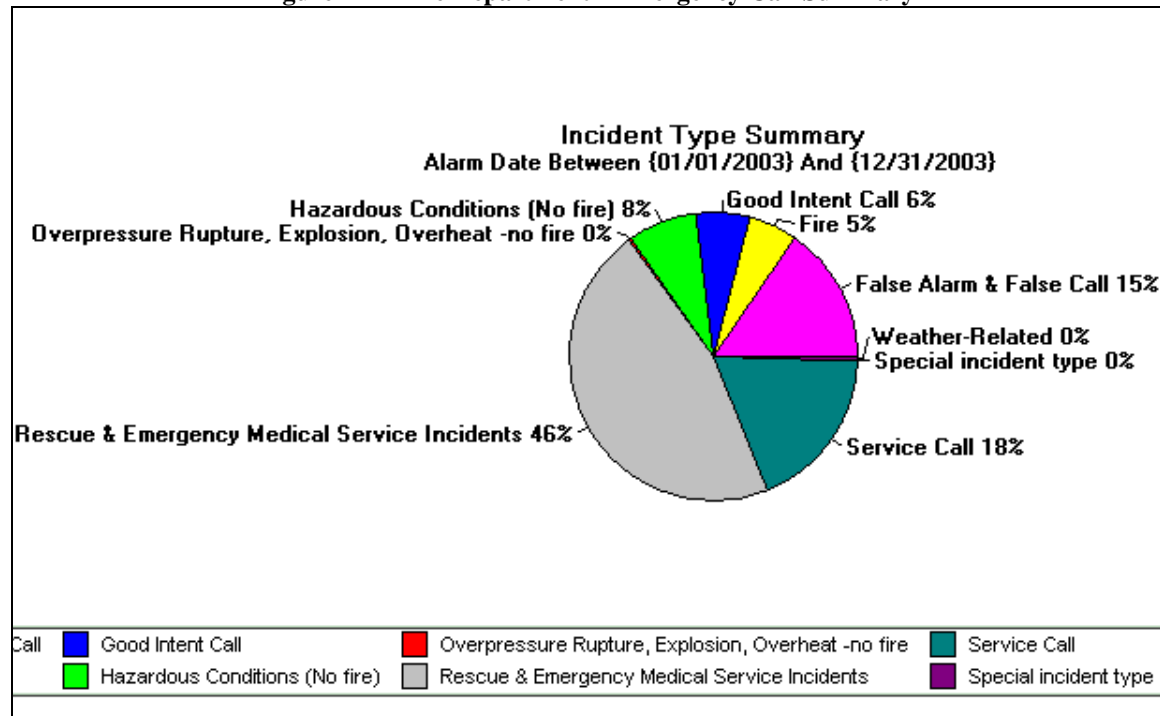
Utility 1 is a 1976 Dodge pick-up truck. This truck is used to deliver the 5 combined large breathing air cylinders (the “air cascade”) mounted in it’s bed, to the scene where breathing apparatus will be in need of refilling for continued on-site service. This vehicle has 10936 miles listed on its odometer, which has stopped operating.

Boat 1 is a 16’ aluminum boat purchased from Greens Marine approximately 10 years ago to address water rescue needs along the Merrimack River along with the other small ponds located in town. It rests on its trailer and is usually pulled by Utility 1. Boat 1 carries a small 1<sup>st</sup> aid kit, personal flotation vests, cold-water rescue suits and water rescue ropes.

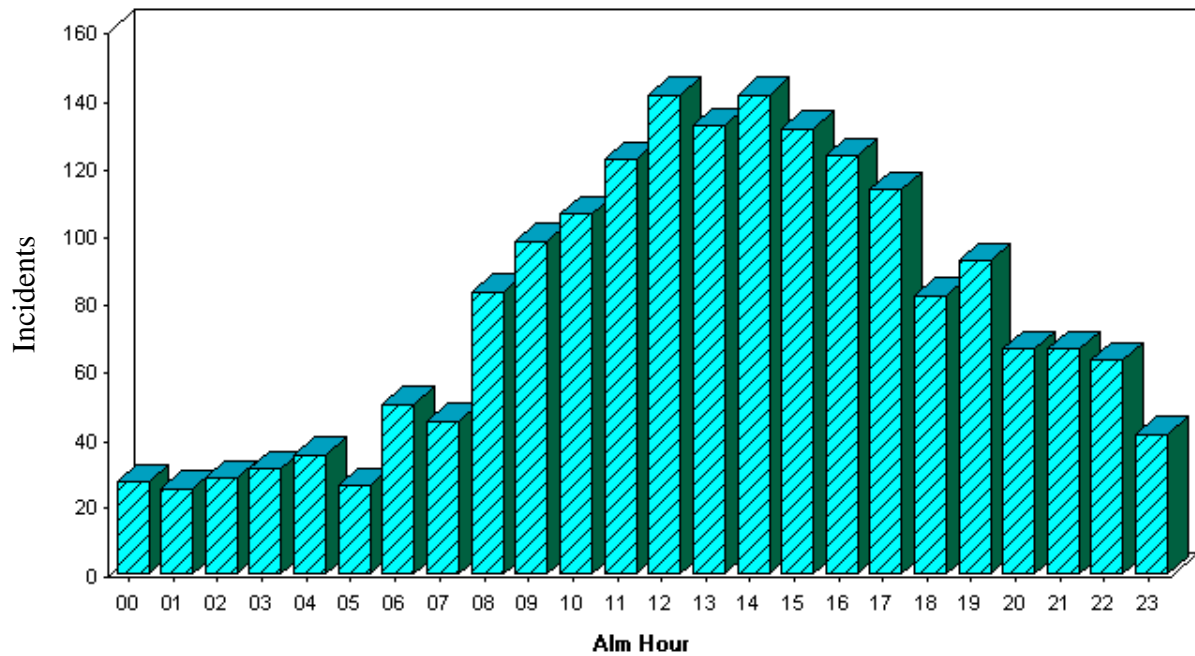
Helipad – In June 2002 a heliport/helipad was constructed in front of the Safety Center (Airport Registration Location # NH 61. The landing pad is 100 x 100 feet and is illuminated. The pad serves Medivac operations from Boston to Hanover, NH State Police, National Guard, Secrete Service, and the FBI.

Figure 4-4 breaks down the types of emergency call’s the Fire Department responded to in 2003, with a majority of the responses rescue and emergency medical related incidents. Figure 4-5 notes the number of incidents with the time of day the incidents occur and Figure 4-6 outlines response time with the number of calls answered.

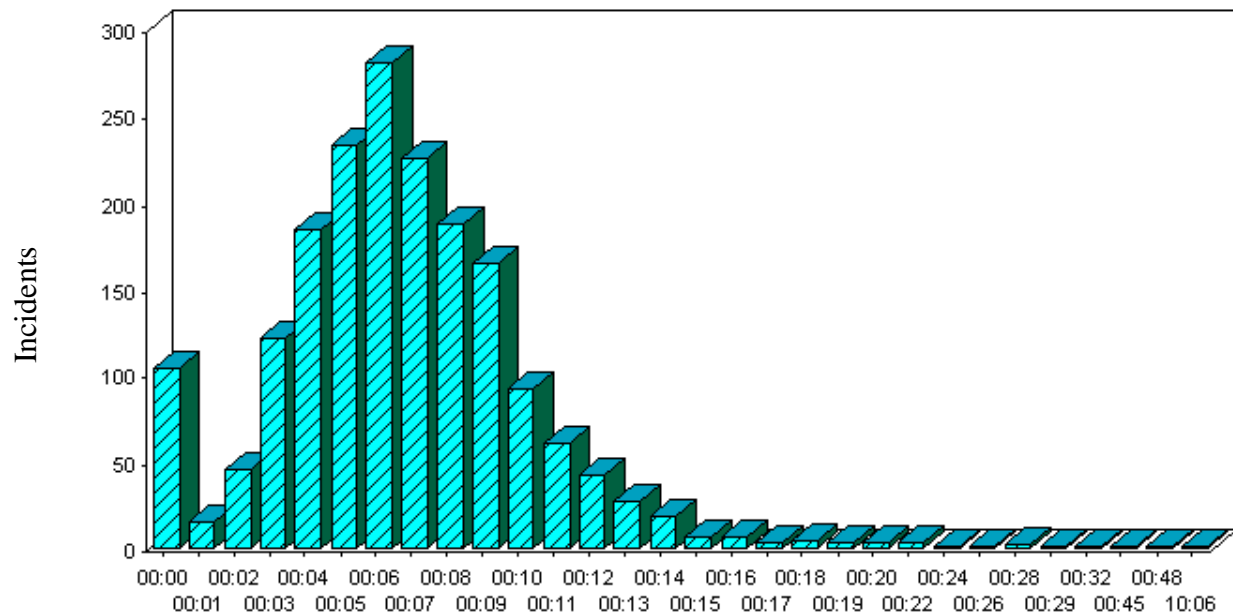
**Figure 4-4 - Fire Department - Emergency Call Summary**



**Figure 4-5 - Fire Department Incidents by Hour**  
**Count of Incidents by Alarm Hour**  
**Alarm Date Between {01/01/2003} And {12/31/2003}**



**Figure 4-6 - Fire Department Response Time**  
**NFIRS Incidents by Response Time (in minutes)**  
**Alarm Date Between {01/01/2003} And {12/31/2003}**





### *C. Fire Department Recommendations*

- 1) It is recommended that the Town of Hooksett make plans to acquire property (approximately 2 acres) in the Exit 10 vicinity (A developer has agreed to transfer two acres to the Town in this area). One of the purposes for selecting this area is to improve fire protection response time to the half-million square feet of recently constructed retail outlets, as well as existing homes and businesses located along Route 3A. It is estimated that the assessed valuation of this property is approximately 52 million dollars. In addition, it is expected that secondary development will occur on vacant land both north and south of the access to Interstate 93.
- 2) Furthermore the town should consider the location of one or more additional stations dependant upon the rate at which the town grows and dependant upon the areas of town where future growth occurs.

## **6. Municipal Building**

Hooksett's Municipal Building is located just west of the Merrimack River at 16 Main Street. The two-story wood and brick structure is set on a 1.3-acre site and contains 6,482 square feet of floor space, excluding a small basement area that is used for storage. The main part of the building, which was made from brick, was constructed in 1827 and served as both the Town Hall and a church until 1846, when the church was relocated. The facility is served by municipal sewer and water services. The entire building is handicap accessible, except for the Town Administrators Office.



*Hooksett Municipal Building*

*Photo taken by Joan McDonald*



The Municipal Building serves primarily as an office building for various town functions. Located on the first floor of the building are the Town Clerk/Tax Collector's Department, Assessing Department, Family Services Department, and Town Council Chambers, which are used as a meeting room for various boards and committees. The second story houses the Administration Department, Finance Department, Building Department, Community Development Department, and an employee break room. Personnel in the Municipal Building include three employees in the Assessing Department; two in the Building Department; two in the Community Development-Department; four in the Town Clerk/Tax Collector's Department; three in the Administration Department; two in the Finance Department; and two in the Family Services Department for a total of 18 employees in eight departments.

In 1994, the Hooksett District Court relocated from the Municipal Building to the old Highway Garage on Merrimack Street.

Many of the town records are kept in the Municipal Building. These include: financial records, payroll records, tax records, property assessments, automobile registrations and vital statistics. Some of the records cannot be housed in this structure due to inadequate space, such as the Planning Board's plans, which are housed at the Highway Department in flat files.

Based on the current population, the building area total needs are 12,894 square feet. (*Impact Fee Potential for Municipal Office Facilities, Bruce Mayberry, 8/13/02*) The building provides only about half the amount of space that is needed to support present-day requirements. This building has outgrown its ability to effectively house all of these departments and functions. Many of the records are not protected from fire damage. The Town Council and School Board have agreed to transfer the Hooksett Village School to the Town for use as municipal offices and other community functions.

*A. Municipal Building Recommendations*

1. Use of the Village School as a new municipal building has begun. The space in the current Town Hall is currently deficient by 50% for existing employees, as well as for vital record retention and for public meetings. Although the building is handicapped accessible, accessibility is difficult due to parking and building entrances.
2. The Village School Reuse Committee has been formed and an architect should be hired to evaluate current and future needs.
3. If the town offices were to relocate, this would leave the Municipal Building as an option for other uses with more limited space requirements. The building does not meet the town's current needs; however, it does have historical value and fits in well with the small town appearance in the Village area of town. A study

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## Community Facilities and Services

should be made to determine whether or not this building should be restored to its original condition and use.

### 7. Historical Resources

#### *A. Hooksett Historical Library*

The Hooksett Historical Library, commonly known as the Arah Prescott Library, is home to the Hooksett Historical Society and is owned by the Town. Located on North Main Street next to the Hooksett Municipal Building, it was built in 1909 by the town of Hooksett. The construction was funded by a generous donation from resident, Arah Prescott. It was renovated in 1975 when it became the home of the Historical Society.



*Arah Prescott Library/ Historical Society Photo taken by Joan McDonald*

The building is a single room with no restroom facility, handicap access, or other useable storage spaces. It has an interior space of approximately 600 square feet (approx. 20' x 30') and houses the Society's collection of artifacts. The Society recently installed a special protection film on all windowpanes to help guard against ultra-violet light damage to the historical collection.

Present needs include the repair of several cracked windowpanes, painting of the ceiling, and refinishing of the exterior oak entranceway.

Many of the Historical Society's members are elderly and are finding the building's accessibility increasingly difficult. Parking is inconvenient for some due to steep slopes. March meetings are held at the Hooksett Public Library, as the building is often inaccessible due to snow and ice. Unfortunately, these problems have sometimes kept some members from attending monthly meetings. Lack of restroom facilities has made meetings, which are held at night, difficult.

Future needs are also difficult to predict. This building would probably be best suited as a small museum featuring the best of the town's historical collections. Access to the restroom facilities in the Municipal Building would be a need. Handicap accessibility would have to be addressed without diminishing the historical significance of the building's architectural design. Due to lack of space, additional storage must be found, as the Society is near its limit in accepting donated artifacts.

A new storage facility would have to be climate controlled in order to protect and preserve sensitive documents, antiques, and artifacts. The present facility, despite the efforts of the Society, is not conducive to this end.

Interest in the town's heritage peaks and wanes. Presently, Hooksett has been flooded with an overwhelming amount of growth. As the result of this growth, a large number of people who have very few ties with our town's past now live in the community. As a result, interest is not a high priority to many. As growth levels out and people "settle-in" in Hooksett (and they begin to establish their own histories), interest will again rise and the preservation work that we do will also become more significant. These considerations should be seriously looked at when planning towards the future. The town must find space to preserve the important pieces of its history as they become available and, at the same time, it must keep its history accessible to its future citizens.

#### B.     *Head Chapel*



Formerly Head's School and District School #1

#### Goals for Use

In early 2004, the Hooksett Heritage Commission, with the approval of the Town Council, adopted the preservation of Head Chapel as a project. Working in cooperation with town officials, boards and commissions, private organizations, and volunteers, the Commission plans to oversee work necessary to stabilize the building and interior.

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## Community Facilities and Services

Our ultimate goal is to make the building available for public use (weddings, baptisms, funerals, interment ceremonies, renewals of vows, etc.). We would also hope to open the building for educational purposes, i.e., tours by local school groups. Additional functionality will also be explored to include meetings by local groups and town boards and commissions.

### History of the Building(s)

Although additional research is necessary, the following is an outline of "key dates" in the history of this true Hooksett gem. In 1805, the original schoolhouse was built on the site, presumably by the town of Chester (later part of Hooksett). The schoolhouse burned and was rebuilt in 1808, fourteen years before Hooksett was incorporated. That structure also burned and was replaced by the existing brick building in 1839 at a cost of \$500. In 1912, the school was closed due to a lack of pupils. The Town voted to raise the sum of money (\$300) necessary to remodel No. 1 schoolhouse into a chapel in 1922. The Annual Report for 1923 indicates that payments were made for labor and materials, but we are uncertain at this time exactly what was done and how often the chapel was used. In 1965 electricity was installed by the town, prior to the renovation project undertaken by the Hooksett Women's Club. On May 15, 1966, the dedication of the building as a nondenominational Chapel was held.

A review of the guest book indicates that from 1966 to 1984 visitors stopped by the chapel frequently. Three weddings were held there, and a class from Village School traveled to the chapel for an educational tour. Visitors have told us that the chapel was unlocked during those years. The entries cease in the mid 1980s, presumably when the chapel was closed (locked) to public access.

### Description of Facilities

The Head Chapel is a town-owned building located at 16 Pleasant Street at the southeast corner of the Head Cemetery property.

The unit consists of two buildings:

- The main school/chapel, built in 1839, is a 24' x 28' brick building with a granite foundation and asphalt-shingled roof. It has electrical service, but no water or bathroom facilities exist. Heat is available via electric baseboard units. There is attic space, access to which is gained through an entry in the ceiling of an anteroom in the southeast corner of the building.
- The 10' x 14 ½' adjoining wood-framed shed/storage building (date of construction unknown at this time) contains two "two-hole outhouse" areas and room for storage. The exterior is clapboard; the roofing material is similar to that on the chapel.



*C. Hooksett Historical Library Recommendations*

1) The Hooksett Historical Library should be maintained as the historical library and updated with handicapped access. Although the space is small, a unisex handicapped accessible restroom facility should be constructed.

Being located on the same property as the existing Municipal Building, the Library should be considered when the Municipal Building functions are moved to another location. Part of this may include an expanded storage facility for newer donations to the historical library. The Hooksett Historical Library is at the heart of the Village, Hooksett's historic area, where successful attempts at historic preservation, such as Robie's store, are located. The historical library is an integral part of the Village and should be preserved.

## 8. Highway Department

The Town of Hooksett Highway Department is located at 210 West River Road (NH Route 3A), Hooksett NH. The current facility was constructed in 1989. The building is approximately 200 ft x 90 ft and at the present time is meeting our needs. In the yard there is a sand/salt shed along with a sander rack and enough storage space for construction material such as pipe and gravel. The building is two story which includes: 10 truck bays, 3 maintenance bays, 1 paint/washing bay, restroom/shower facilities, a lunchroom and office space. At present, the building is used for fleet maintenance and overnight vehicle storage; most of the rolling stock can be stored inside under cover. The second floor is used as an office/work area for The Maintenance Division. It is also used to store plans and files for the Community Development Department, Building Department and Transfer Station.



*Highway Department*

*Photo taken by Joan McDonald*

The Highway Department has a total of 18 employees, which include 1 Manager (Department Head), 1 Foreman, 1 Administrative Assistant, 2 Heavy Equipment Operators, 6 Truck Drivers/Equipment Operators (1 seasonal), 5 Laborers (2 seasonal), 1 Master Mechanic and 1 Mechanic. The Highway Department performs routine maintenance such as cleaning of catch basins, reestablishing drainage ditches and road shoulders, paving and patching potholes as well as winter plowing and sanding and salting of roads. The Department currently maintains approximately 26 miles of roads and 7 miles of sidewalks. Also, the department performs town-wide fleet maintenance and oversees paving contracts, and inspects engineering designs outside of the Department and reconstruction of roadways. The Highway Department is also responsible for Parks & Recreation and support services to other town departments as necessary. Refuse collection has been a regular responsibility of the Highway Department; however, under the revised Administrative Code dated June 26, 2002 the Transfer Station is now responsible for refuse collection.

*A. Hooksett Highway Department Recommendations*

1) The Town of Hooksett highway building, located at 210 West River Road (Route 3-A), was constructed in 1989. The building meets present needs and should be adequate for the next ten years. Part of the second floor is used to store plans and files for the Community Development Department, Building Department and Transfer Station. Although the storage space is helpful, it is more feasible to keep associated records with the appropriate departments. The highway department may use the second floor in future years for additional space of their own.

## **9. Parks And Recreation Division**

The Parks & Recreation Division has a total of 6 employees including 1 Foreman, 4 truck driver laborers and 1 seasonal employee. These are part of the Highway Department Staff during the winter months. The Parks & Recreation division is responsible for the mowing and excavating of all town cemeteries, the maintenance of all public playgrounds including school playing fields, athletic fields, and other parks and related facilities as well as the grounds of all Town owned property. The Division is also responsible for the planning and coordination of recreational activities and provides supervision of town sponsored recreational activities.

With the approval of new developments, the town will continue to grow and the Highway Department will need to increase manpower to keep up with plowing and road maintenance. There are approximately 26 miles of roadway, 52 miles of laned roads, and 104 plowing miles in Hooksett. The Highway Department maintains the town's roadways in accordance with the Town's "Standard Specifications for Construction" manual that was updated in October 2001 and is part of the Hooksett Subdivision Regulations.

In order to carry out all of its responsibilities, the Highway Department maintains a sizable fleet of vehicles and equipment. The current inventory totals 43. The Department has established replacement schedules for both its heavy equipment and trucks. This replacement schedule is completely dependent on Capital Improvement Program (CIP) and annual operational funding.

*A. Parks and Recreation Department Recommendations*

- 1) As part of the Highway Department, the building meets their needs and should be adequate for their staff for the next ten years. The Parks and Recreation Department plans and coordinates recreational activities and provides supervision of town-sponsored recreational activities, but the Town (aside from school buildings) has no designated indoor recreation facility or community center. Such a center would provide day and night programs and recreational activities for children, adults and seniors.
- 2) Adequate storage facilities located near the schools and parks to house the necessary equipment needed for this department are needed.
- 3) A question that needs to be resolved is whether or not the Parks and Recreation Department should continue to maintain the grounds of the schools.
- 4) A long range plan detailing future park and recreational capital needs should be developed. Impact fees can be used to pay for the necessary improvements that serve our growing community.

## 10. Cemeteries

The Town of Hooksett has seven cemeteries:

- |    |               |                                                           |
|----|---------------|-----------------------------------------------------------|
| 1. | Martins Ferry | off old Martins Ferry Road                                |
| 2. | Heads         | Pleasant Street                                           |
| 3. | Austin        | Mary Ann Road off Bow Road (private)                      |
| 4. | Cate Davis    | Hackett Hill Road                                         |
| 5. | Riverside     | Route 3A                                                  |
| 6. | Clay          | off Chester Turnpike on long dirt road (no longer in use) |
| 7. | Holy Rosary   | private (Main Street)                                     |

A. *Martin's Ferry and Head's Cemeteries*

Two of the public cemeteries, Heads and Martins Ferry, are available for burials at present. Currently, there are mostly small single sites left that allow only a flat marker. Few sites remain that allow an upright stone or a family multi-site. The Martin's Ferry Cemetery may not be expanded until most of the single sites are purchased. Hooksett residents, former residents and families can purchase sites. In the future, upright markers may be abolished to ease maintenance.

All Town public cemeteries exist in accordance with the sections of NH RSA 289, and are placed under the local control of three Trustees, who are elected by the voters of the Town. The present Trustees are donating their labors for the benefit of the Town.

The cost of each individual gravesite is \$300.00. The money from the sale is turned over to the Trustees of the Trust Funds for deposit in the Cemetery Maintenance Trust Fund. A deed, granting burial rights only, is issued by the Town to the purchaser for his/her gravesite(s). It is the hope of the Cemetery Trustees that eventually the Cemetery Maintenance Trust fund will provide enough income to completely pay for the maintenance of the town cemeteries. Highway Department employees accomplish the cemetery maintenance in Hooksett.

B. *Private Cemeteries*

Holy Rosary Cemetery, located on Main Street, is a private cemetery owned and operated by the Holy Rosary Church. The Church controls all burials and maintains the records. The required burial permits are turned over to the Town.

C. *Future Expansion*

The Town owns land adjacent to Martins Ferry Cemetery which will allow for future expansion.

D. *Cemeteries Recommendations*

The Town owned land at Martins Ferry Cemetery, located on the north side of Martin's Ferry Road, needs to be developed within the next few years in order to have family, single, and crematory sites available in Hooksett. Eligibility guidelines and purchase costs need to be in place to preserve space for current and former residents and their families.



## **11. Solid Waste Department**

The Town of Hooksett Solid Waste Department has partially experienced how a full build out would effect the department. During the summer of 1998, the Town's transfer facility handled the City of Manchester solid waste. On an average the Town handles an estimated 14-19 tons of trash per day, brought in by the Town packer truck. An additional 50 tons of trash per month, brought in by drop offs and small commercial businesses, brings that estimated total to 16-21 tons per day. While receiving Manchester's solid waste, the amount of trash handled by the facility increased by almost ten times the average amount to an estimated 150-180 tons per day. It has already been proven that Hooksett would be able to handle its solid waste through the existing transfer station.

If we use the benchmark of 100 housing units built per year, at 10 years, we are adding 1,000 residences to the existing 4,000 residences, based on the low density zoning, which would give us 5,000 units. Housing projections based upon low density development would be the worse case scenario. High-density areas may include apartment and condominium complexes, which would be self-governed, and the responsibility to transport trash becomes theirs. (In some cases the tipping fees may be the Town's responsibility.)

The Department presently owns two packer trucks for curbside pickup. One is a 2001 and the other is a 1984 (being replaced this year). Normally one packer is used per day, unless it is a special holiday pickup, then two trucks are sent out. The older vehicle is used as a backup and for dumping the containers at the Town facilities. The following outlines the Department's vehicle inventory:

- 1985 Mack Tractor
- 2001 Peterbilt Tractor
- 1984 Yankee Live Bottom Trailer
- 2001 1500 Chevy pickup
- 1999 Spectra Live Bottom Trailer
- 2000 Cat Loader
- 1988 Melroe Bobcat
- 1984 Cat Excavator
- 1985 Semit Dump Trailer
- 2001 Peterbilt/PacMor Packer
- 1989 International/PacMor Packer
- 2004 Freightliner/McNeilus Packer

### **BUILDING INVENTORY**

- Recycling Building
- Transfer Building
- Office/scale house

### **EQUIPMENT INVENTORY**

- 2004 Weightronic Scale
- 1987 Platform lift
- 1990 Selco horizontal baler
- 2003 Reznor waste oil heater

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## Community Facilities and Services

Table 4-3 outlines total trash tonnage over the last 7 1/3 years.

**Table 4-3 - Total Tons of Trash 1998/99 – 20004/05**

YEAR	TONNAGE
1998/99	4,048.84
1999/00	4,534.89
2000/01	4,645.47*
2001/02	4,436.00
2002/03	4,467.00
2003/04	4,925.15
2004/05	4,145.06**

\* Large amounts of Hooksett Commercial.

\*\* As of May/05

Hooksett has a volunteer recycling program. Table 4-8 and 4-9 shows the tons of recycled material over the past five years.

**Table 4-4 - Recycled Materials 1998/99 – 20004/05**

Year	Cardboard	Newsprint	Plastic	Glass	Steel
1998/99	55.91	90	10.06	38.07	204.32
1999/00	60.32	108.5	12.54	39.48	164.38
2000/01	75.76	115.12	16.20	33.28	262.00
2001/02	75.34	109.65	16.90	37.38	274.27
2002/03	75.47	123.65	14.60	42.45	277.22
2003/04	111.95	137	20.64	35.07	252.47
2004/05*	82	108.75	19.9	39.28	221.58

\*As of May/05

**Table 4-5 - Recycled Materials 1998/99 – 2004/05**

Year	Magazines	Mix Paper	Alum Cans	Steel Cans	Asphalt Roof
1998/99	7.5	2	2.5	3	-
1999/00	14	6.21	2.5	3.75	-
2000/01	14	6.72	4.38	5.55	54.05
2001/02	15.67	10.96	2.22	8.15	121.28
2002/03	16.76	11.66	1.95	8.5	101.66
2003/04	17.83	12.59	4.67	9.5	114.16
2004/05	14.43	8.25	2.96	9.0	122.14

\*As of May/05

Also recycled are batteries, tires, demolition material, brush, freon units, propane tanks, ink cartridges, electronic units, and florescent tubes. Furniture and mattresses are going to a landfill and are not recycled.

The Town of Hooksett has the equipment to haul all of its own material to the different disposal areas.

The Hooksett Landfill, which is also located at 210 West River Road (Route 3A), closed to residents in December 1996. In December 1999, the official closing of the landfill began, and in October 2000, it was physically closed by an engineering firm. At this time, the department has completed post landfill closure reports and will continue to monitor the site for several more years. The landfill is inspected annually. As of this date, there have been no environmental issues.

The 5000 residences generating an estimated .022 tons per week, per residence, equals an estimated 110 tons per week. This is a 29% increase. If we increase the drop off and small commercial trash by 29%, we have an estimated total of about 142 tons per week. This amount is still considerably less than the 180 tons per day handled while transferring Manchester's solid waste.

In a worse case scenario the transfer division of this department would be able to handle the increase of any build out with the addition of manpower and equipment.



*Transfer Station*



*Photo taken by Joan McDonald*

To fully measure the impact of solid waste on a 10 year build out; one would need to know the future of handling solid waste and recycling. Will recycling still be a key issue regarding the environment? At this time, the economic value of recycling is in the diversion of the waste stream. Will it be the same in the future?

Using the present guidelines for recycling, it seems important to decrease the amount of garbage placed at the curb and to increase recycling. If recycling increases at the same percentage as the solid waste is projected (29%), then it seems possible the facility could

handle it with the same additional manpower and equipment needed for the transfer division. If recycling increases beyond the 29% it would seem that additional storage areas might be needed. (Examples: cement bins, larger movable containers or possibly a large covered area to protect materials before being transferred.) At some point, a manned satellite drop off recycling station might be a consideration. These, along with the same additional manpower and equipment, should make it possible to handle the recycling portion. (If recycling increases this should mean that the solid waste is decreasing and the manpower can be shifted from one division to the next.)

A new division to the department is the Solid Waste Pickup. It is felt that this division will most certainly need equipment (packers) and manpower with the addition of new developments and roads.

In summary, it is felt that with the addition of equipment, manpower and a scale house, the present facility can handle the growth in Town of Hooksett for many years. A satellite drop off recycling facility might be considered, for the convenience of residents, sometime in the future.

*A. Solid Waste Department Recommendations*

- 1) The current facilities are adequate to handle recycling and solid waste projections up to a 29% increase.
- 2) In the year 2007-2008 a new scale house will be needed. Currently the Department has an outside scale, which is impacted by the weather. In order to encourage recycling, portable or manned satellite drop off recycling stations(s) should be considered. Locations would need to be identified for this purpose.
- 3) With the increase in residents, an extra three-man crew will be needed in several years.

## **12. Hooksett Public Library**

The Hooksett Public Library is located at 1701-B Hooksett Road (Route 3). It occupies a two-story building, which has 25,000 square feet, and is handicapped accessible on both levels. The library is open 6 days a week for a total of 60 hours. The Staff is made up of two full-time and 7 part-time positions. The library's source of funding comes from the town's taxation. As of July 2002, the library has a collection of 42,817 volumes, 1457 videos, 848 audiocassettes, and 150 periodicals. The circulation for the fiscal year 2001-2002 was 100,306 and for 2002-2003 the circulation was 90,239. Table 4-6 demonstrates the tremendous growth in book circulation since 1992. One floor of this two-story building is used for current library needs. The lower floor houses the New Hampshire room, four meeting rooms, the Greater Manchester Integrated Library Consortium System (GMILCS) office, and space for future library expansion.



Hooksett Public Library

Photo taken by Joan McDonald

**Table 4-6 - Total Book Circulation FY 1992 - 2004**

<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
53,123	54,949	55,000	55,495	69,406	70,273	66,609
<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>-</b>
77,290	79,103	83,145	100,306	90,239	84,287	-

Current technology at the library includes a state of the art, automated Horizon Sunrise Circulation System with dedicated computers in the library for catalog searches, renewing items, and placing holds. This is the same system that the State Library uses, which will allow a greater degree of integration with their services. The system also allows for remote access for the functions mentioned previously. In addition, the library maintains a website with information about events and resources at the library, town information, and access to remote reference databases. The library also provides six public computers for adults with Internet access, productivity software, reference material on CD Rom, and access to remote databases. There are five computers for children and teens with productivity and reference software and games. There are seventeen new computers on the lower level for public training sessions; these were recently donated to the library. One of the meeting rooms on the lower level includes an audio-visual projection system, which can interface with a VCR, DVD player, or a computer. The library also has a public performance video license.

The library is a member of the GMILCS, which allows Hooksett library cardholders to borrow from participating GMILCS libraries in Manchester, West Manchester, Milford, Derry, Bedford, Salem, Amherst, Goffstown and Merrimack.

Because the library is one of the few public meeting spaces with handicapped access, it is a popular meeting spot for various town organizations and clubs. During the fiscal 2001-2002 year 680 meetings were scheduled at the library.

Long range plans for the library include moving the Children's room downstairs to a to be renovated storage area, making the lighting in the building more energy efficient, updating the air circulation and handling system, as well as continuing to build staff and develop more community programs in the library.

*A. Library Recommendations*

- 1) The two-story library building, located next to Mount St. Mary's apartments on Route 3, has adequate space for library purposes for the next ten years. One floor is used for current library needs, and the lower floor houses meeting rooms and space for future library expansion.
- 2) Because it is one of the few public-meeting spaces with handicapped accessibility, town organizations and clubs depend on the library for meeting space. The meeting rooms at the library are frequently occupied and meeting space is not always adequate for our needs. A study of the ability of the town's public meeting space to meet our needs should be accomplished within the next year or so.

### **13. Public And Private Utilities**

*A. Electric Service*

Electric service is provided by Public Service of New Hampshire (PSNH). With the onset of "deregulation" or "customer choice", customers can choose their supplier of "Kilowatts", but Hooksett is still a franchised area of PSNH "poles and wires". The capacity is currently adequate and will be expanded as needed. Three areas are targeted as growth areas where new facilities/capacity is needed. Capacity on Route 3 near Mt. Saint Mary's is at maximum and new lines need to be added; especially as the Head's Pond development begins. The new retail area at exit 10 on Route 3A needs to be upgraded from single phase to three-phase power to feed the new shopping enterprises and surrounding growth. By-pass 28 is also a growing area and facilities there need to be upgraded to 3-phase service. PSNH is currently in the relicensing process for the Amoskeg, Hooksett and Garvin's Falls dams.

The Hooksett Hydro Dam on the Merrimack River is one of nine hydroelectric plants that PSNH owns and is one of the smallest at 1.6 Mega-Watts. PSNH may be selling all of its power plants (hydro & fossil-fueled) in 2004 as part of the deregulation agreement reached with the State, in an effort to spur market competition. Seabrook Station has already been sold to Florida Power & Light.

#### **1. Electric Service Recommendations**

Continue to work with PSNH to provide lead-time on major planned projects and enhancements. The utility is committed to upgrade facilities and capacity as needed.



### *B. Cable Service*

AT&T Broadband provides cable services within the Town of Hooksett. These services include traditional cable (video) service, high-speed Internet access, and local digital telephone service. As part of the video produce offerings, there are several packages available of digital television and music channels.

Adelphia Cable is the cable provider for the Granite Hill residential area as part of a twenty-year contract negotiated prior to cable coming to Hooksett in 1986. The contract expires November 2005. A cable committee is in place, to enhance or renegotiate an extension with them after this time. Adelphia does not provide broadband Internet service, which is a much-requested option by many residents. If Granite Hill does not renew the contract with Adelphia, the existing providers for the Town of Hooksett will likely absorb the customers served.

The new development (372 multi-family units) adjacent to Granite Hill is not bound by the Adelphia contract and will likely choose the existing provider in the area if they offer more services, such as broadband internet and cable channel selection option packages.

Cable company provider service is negotiated by contract with the Town. Renegotiations are underway for the next contract.

### **1. Cable Service Recommendations**

- Maintain contracts in the best interest of residents, and require providers to expand to meet the needs of residents.
- Provide for a local cable access station for government and schools.

### *C. Cell Towers*



*Cell Tower*

*Photo taken by Joan McDonald*

There are two cell towers located within the Town of Hooksett's borders and one recently approved by the Planning Board. One is located on Gosselin Avenue (off Route 3A), and one on land located on Route 3 behind the former Dolly Dimple Motel. The third tower will be located in the area of the 28 Bypass. There is also a water tower located in the Campbell Hill Development, which holds antennas. Map 4-2 outlines the location of existing tower locations.

#### **1. Cell Towers Recommendations**

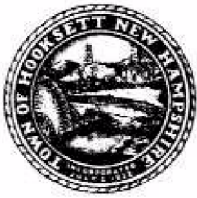
The Planning Board will continue to regulate, through the zoning ordinance, changes in cell tower technology.

### *D. Water Service*

The Town of Hooksett is served by over one dozen public and private water systems. The following entities provide water service to the majority of Hooksett's "urban" areas served by public water:

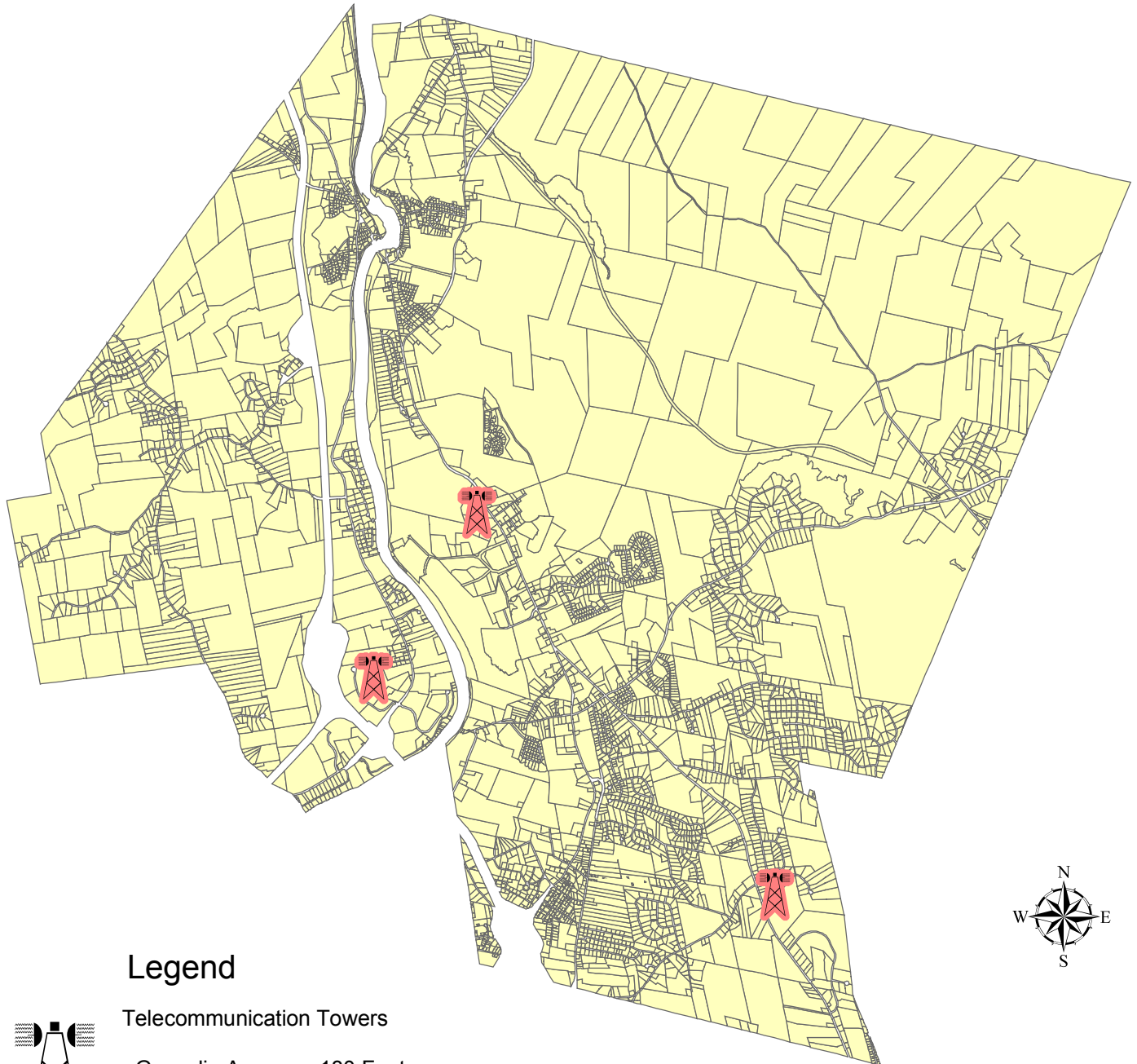
Hooksett Village Water Precinct;  
Hooksett Central Water Precinct; and  
Manchester Water Works.



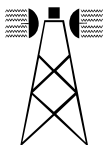


## Town of Hooksett Master Plan

### Telecommunication Towers



#### Legend



##### Telecommunication Towers

- Gosselin Avenue - 180 Feet
- Route 3 (Dolly Dimple Motel site) - 180 Feet
- Bypass 28 - 180 Feet

0 3,000 6,000 12,000  
Feet

1 inch equals 6,000 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

March 2004

Source:  
Town of Hooksett

The service area boundaries of each of these three public utility providers are shown on Map 4-3. This Map also indicates the location of the approximate highest elevation that can be served by the system without booster pumping, as well as major water mains in the system.

### **1. Village Water Precinct**



*Hooksett Village Water Precinct*

*Photo taken by Joan McDonald*

This system provides water to the northern part of the Town. On the east side of the Merrimack River, the Precinct boundary is located just north of the Granite Hills development on Route 3 and extends to the Allenstown town line. On the west side of the Merrimack River, the Precinct extends from just north of I-93 – Exit 10, to the Bow town line.

The Hooksett Village Water Precinct (HVWP) was established as a governmental subdivision of the Town in 1950. The affairs of the Precinct are administered by an elected board of (5) five commissioners, which employ a superintendent and system operator to perform day-to-day operations. Current water user rates in the HVWP are at \$1.00 per 1,000 gallons, which is one of the lowest rates in the State of New Hampshire. The Precinct is now considering a rate increase for 2004.

The precinct's water is provided by three wells located at the north and south ends of Pinnacle Pond. Available average daily supply is in excess of 1,056,000 gallons per day (gpd). The maximum daily capacity of the system is 1,584,000 gallons. Present usage is approximately 250,000 gpd. System storage consists of a 200,000-gallon tank located off Route 3, which has an overflow elevation of 420 feet. The highest elevation served by the system from this tank without booster pumping is 340 feet+/-.

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## Community Facilities and Services

The Precinct's active service area is limited to the existing "Hooksett Village" area. The available service area of the Precinct includes the land areas east of the Hooksett Village, to the Allenstown town line, and the land area north of U.S. Route 3, encompassing Heads Pond and much of the land owned and planned to be developed by Manchester Sand and Gravel. Expansion of the Precinct's active service area is almost solely initiated and funded by private commercial and residential development.

Significant developments in the past five years have required fairly extensive additions and upgrades to the water system. On Route 3A, approximately 2,000 linear feet of new 12-inch water main was installed from Scott Avenue to Sunrise Avenue to service a new residential subdivision. On the north end of Hooksett along Route 3A, approximately 1,000 linear feet of new 12-inch water main was installed to replace an existing cast iron water main to service a 100-unit multi-family residential development.

As part of the servicing of two large multi-use development projects, with the potential for 1,050 more residential units, being proposed on the east side of Route 3, north of the Hooksett Library, the Precinct is in the process of adding two new gravel-packed wells located in the general area of the existing wells near the Pinnacle Pond area in Hooksett. These two wells will provide much-needed water supply, each at 450± gallons per minute. However, due to one of the proposed new well's close proximity to an existing well, the annual yield will be limited to 780 hours of use per year, or 432,000 gallons per day. In addition, the proposed developments' water supply demands require the addition of a new water storage tank. The Developers of these projects has agreed to construct a new 1.2± million gallon pre-stressed concrete tank with a \$100,000 contribution by the Precinct, which will provide water storage and fire flow benefits for both the development projects and the entire HVWP system.

As part of assessing and planning for the future needs and demands of the HVWP system, the Commission has had their engineers develop Phase I and Phase II Facilities Plans. Phase I assesses the immediate issues and adequacy of the system. This was completed on June 11, 2004, and submitted to NHDES. The Phase II Report addressed system planning and adequacy of the system facilities and supply capacity through the next 15 years. This report was completed on July 1, 2004 and concluded that the existing water sources are expected to meet the Precinct's demands through 2011.

The Town of Hooksett has recently applied to the NH DES for a \$15,000 grant; the scope of work will likely include the development of a wellhead protection plan for the Pinnacle Pond wells. In addition, the Town has requested additional funding in the Community Development Department operating budget to develop a Water Resources Management and Protection Plan for the entire town as an update of the 1988 plan. These two projects should work closely together.

### A. Recommendations

1) An area of the system that the HVWP understands is in need of future system upgrade in the section west of Route 3A, adjacent to Interstate 93 at Exit 11. With additional

commercial and light industrial development in this area, the Precinct anticipates the need for a third water storage tank by 2008 to provide the necessary fire flows and domestic supply. In addition, an adequate site for this tank will also need to be acquired by the Precinct.

- 2) Over the years, the HVWP Commissioners have shown appropriate resolve and understanding of the system needs and development projects needs to continue to provide effective water service to its clients, and at the same time negotiate necessary upgrades to the system to address the needs of the future.
- 3) As soon as possible, the location for an additional water source on the east side of the Merrimack River should be explored.
- 4) Request that the developers of University Heights and Heads Pond construct the water main improvements on Pine Street before the East Well comes on line and the Connector Road constructed.
- 5) Contact the Manchester Water Works to begin discussions on connecting the Precinct to the MWW system near Route 93, Exit 10 and along 3A.
- 6) Discuss funding methods and options for the construction of the Route 3 water main.
- 7) Provide the necessary repairs to the components of the emergency connection over the old Merrimack River Bridge to provide a second supply line over the River in case of disruption occurs to the existing water line.
- 8) The Town and the Hooksett Village Water Precinct should work in close cooperation on creating a new wellhead protection plan. It is further recommended that the Town work cooperatively with the Hooksett Village Water Precinct, the Central Hooksett Water Precinct, and Manchester Water Works on the overall protection of our aquifers through the Water Resource Management and Protection Plan update process.

## **2. Central Water Precinct**



*Central Water Precinct*

*Photo taken by Joan McDonald*

This Precinct was established in 1955. As with the Village Precinct, a Board of Commissioners is elected to run the precinct with day-to-day operations supervised by a superintendent.

The Precinct boundary on the north abuts the Village Precinct near Granite Hills, and to the south, extends to the Manchester Water Works (MWW) service area. The Merrimack River is the westerly boundary. The easterly boundary is dependent on the ability of the Precinct to provide service. For the purposes of this plan, the authors have indicated a possible approximate limit of the Precinct on attached Map 4-3.

The original water supply was a series of gravel-packed wells. Use of these wells was discontinued in 1991. Water is now provided by the MWW. The connections between the Central Precinct and the MWW are located on North River Road near Southern New Hampshire University and on Zapora Drive near Springwood Drive.

Under the 1998 wholesale agreement, MWW provides 550,000 gpd to the Central Precinct. Manchester Water Works provides water to the Central Hooksett Water Precinct and to the Pennichuck Water Works for the Smyth Woods development under a Water Allocation Agreement that limits wholesale usage to 633,000 gpd (450,000 gpd over 1990 usage levels).

The wholesale water agreement defines Average Daily Flow (ADF) as the volume of water used during two consecutive billing periods divided by the number of days in the billing period. For the period ending December 1999, the highest ADF to the Central Precinct was 560,000 gpd. This volume, coupled with the 23,000 gpd ADF for the Smyth Woods development, suggests that there is approximately 50,000 gpd ADF available for increased water use in the Central Precinct under the present agreement.



The Central Precinct maintains three pressure zones. The original “gravity” system operates from an overflow elevation of 491-feet +/- . Two tanks are presently in service, which provide 1,250,000 gallons of storage at this elevation. These tanks are primarily fed by MWW’s high service area, which has an overflow elevation of 500 feet.

There are two additional service areas, which are fed by booster pump stations. The first is the Granite Hill development, which has a tank with an overflow elevation of 560 feet. The other is the upper reaches of the Campbell Hill development, which have a tank with an overflow at elevation 597 feet. The highest service elevation for the original, non-pumped system is 410+/-.

Properties located above the 410-foot elevation could possibly be served by one of the other higher-pressure service areas, particularly Campbell Hill. The Campbell Hill tank could serve developments at or below a 517-foot elevation. The Granite Hill tank could serve developments at or below the 480-foot elevation. Only the “original” system elevation of 410 feet is shown on the Map 4-3.

Much like the Hooksett Village Precinct, expansion and upgrades to the water system are dependent upon private development. For example, in 2001 and 2002, as part of the Glencrest Subdivision, a water storage tank was added to the system to provide both fire protection and domestic water supply for the 92 new residential homes.

### **3. Manchester Water Works**

The Manchester Water Works (MWW), which is a municipal corporation of the City of Manchester, has been providing water to the southern portion of Hooksett since the 1930’s. In more recent years, it has extended service to the I-93 – Exit 10 area on the west side of the Merrimack River.

The MWW obtains its water from Lake Massabesic. It treats this supply and distributes water to Manchester, Derry, and parts of Auburn, Londonderry, Bedford, and Goffstown, as well as to Hooksett. Its operations in Hooksett are regulated by the New Hampshire Public Utilities Commission (PUC) in regard to rates and expansion of their franchise area. An appointed Board of Water Commissioners oversees operation of the MWW through a director and staff. The MWW presently serves approximately 600 users in Hooksett. Expansion by MWW beyond the limits of the existing service areas shown on the Map 4-3 requires permission of both Hooksett and the PUC.

The Hooksett service areas are primarily connected to the MWW so-called Third Pressure System. This system operates from a storage overflow elevation of 620 feet and a highest service elevation of 540 feet. The MWW Wellington Hill tank in Manchester is now augmented by a second tank located near Morrill Road in Hooksett.

Expansion of the Manchester Water Works system in the delineated service area is much like the HVWP and HCWP, dependant upon private development. A developer must

request that MWW extend the water system to and into a project, and typically MWW will determine the construction cost to install the water mains and services for the project. The developer must then provide the estimated funds to MWW, then MWW either contracts the work or the work is performed by the developer. MWW has extended water supply mains when the water main work is associated with an upgrade of their system, which has included looping dead-end mains.

Anticipated improvements/upgrades to the MWW water distribution system in Hooksett planned to be completed in the next 10 years include a 24-inch water main crossing the Merrimack River, providing a much-needed redundant water supply connection from the east side of the Merrimack River to the west side, which will provide additional water supply to the Rte. 93 Exit 10 area in Hooksett. MWW is also considering expansion of its water treatment facilities although no sites in Hooksett have been identified.

#### **4. Other Systems**

Aside from several small community systems with on-site supplies, there are two other providers of water in Hooksett.

One such provider is the Pennichuck Water Works (PWW) of Nashua, New Hampshire; which operates water systems serving Smyth Woods, off Bypass 28 in the southeastern part of Hooksett, and the Wesco system off Pine Street in northwestern Hooksett. PWW purchases domestic water (no fire protection) from MWW for the Smyth Woods area. The Wesco system is supplied by water purchased from the Hooksett Village Water Precinct. Both of these systems have limited capacity to serve other areas beyond their boundaries.

The Pembroke Water Works provides water to 15 customers on Pleasant Street at the northern border of Hooksett with Allenstown. Pembroke has a PUC-regulated franchise area, as shown on the map. Expansion of the service area requires approval of Hooksett and the PUC. One of the Pembroke storage tanks is located in Hooksett, but there is presently no direct connection for this tank to the water main serving Hooksett users.

Both Pennichuck and Pembroke operate under PUC regulations.










#### **5. Water Service Recommendations**

In an effort to insure that balanced growth occurs within the community, with the commercial & industrial base growing to off set the costs associated with residential development, the following recommendations are proposed:

- A. Providers should have a ten-year expansion and replacement plan. This plan should address the quality of the distribution system. In addition, areas outside





- |                                                                                     |                                                                                    |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
|  | WELL                                                                               |
|  | WATER STORAGE<br>TANK                                                              |
|  | PUMP STATION /<br>METER VAULT                                                      |
|  | PEMBROKE WATER WORKS<br>APPROX. SERVICE LIMIT CONTOUR<br>EL. 460                   |
|  | MANCHESTER WATER WORKS<br>APPROX. SERVICE LIMIT CONTOURS<br>ELEVATIONS 420 AND 540 |
|  |                                                                                    |
|  | CENTRAL HOOKSETT WATER PRECINCT<br>APPROX. SERVICE LIMIT CONTOUR<br>EL. 410        |
|  | HOOKSETT VILLAGE WATER PRECINCT<br>APPROX. SERVICE LIMIT CONTOUR<br>EL. 340        |
|  | PRECINCT OR FRANCHISE LIMIT<br>(REPRESENTATIVE, SUBJECT TO CHANGE)                 |

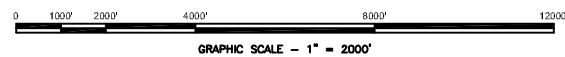
SERVICE AREA LEGEND

- |                                                                                       |                                                              |                                                                                       |                                                           |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------|
|    | HOOKSETT VILLAGE<br>WATER PRECINCT<br>FRANCHISE SERVICE AREA |    | HOOKSETT VILLAGE<br>WATER PRECINCT<br>ACTUAL SERVICE AREA |
|    | CENTRAL HOOKSETT<br>WATER PRECINCT<br>FRANCHISE SERVICE AREA |    | CENTRAL HOOKSETT<br>WATER PRECINCT<br>ACTUAL SERVICE AREA |
|   | MANCHESTER<br>WATER WORKS<br>FRANCHISE SERVICE AREA          |   | MANCHESTER<br>WATER WORKS<br>ACTUAL SERVICE AREA          |
|  | PEMBROKE<br>WATER WORKS<br>FRANCHISE AREA                    |  | PEMBROKE<br>WATER WORKS<br>ACTUAL SERVICE AREA            |
|                                                                                       |                                                              |  | PENNICHUCK<br>WATER WORKS<br>SERVICE AREA                 |

**Note:**  
All State and most major Town roads aligned and confirmed with Southern New Hampshire Planning Commission GIS/GPS data, May, 2004

## HOOKSETT, NEW HAMPSHIRE SERVICE AREA PLAN

JUNE 2004



## WATER DISTRIBUTION SYSTEM

## OVERALL PLAN

HOOKSETT.

Project No.	7100169
Proj. Manager	R.A. HERTRICH
Proj. Designer	
Drawn By	D.P. PELLEGRINO
Checked By	
Scale	1" = 2000'
Approved	
Date	JUNE 2004

Sheet of

D

franchised areas should be evaluated and incorporated into existing or new water precincts when and where feasible. As a part of this plan, the feasibility of connecting to the adjoining municipal systems of Allenstown & Pembroke should be considered.

- B. As noted in the 1988 Master Plan, a concerted effort should be made to consolidate the three main water systems (Central, Village & Pennichuck) into one entity. This consolidation will lead to consistent planning efforts and insure maximum water planning coordination is achieved.
- C. MWW should be part of a Town of Hooksett Utility Advisory Committee that would include representatives of various utility companies, water precincts, the Sewer Commission and the Highway Department to meet quarterly to address utility-related issues, coordination of work in town streets and new service extensions for development work.
- D. Provide a water system connection for a redundant water supply and supplemental fire flow between Hooksett Village Precinct and MWW systems on Rt. 3A.
- E. Additional wells are possible in the Pinnacle Pond area. The Town and Hooksett Village Precinct should work together to develop wellhead protection measures for this area.
- F. The several water providers and the Town of Hooksett should work with other communities in our region and the Nashua region to develop a plan to encourage inter-regional water connections to guard against a disruption of water service.

*E. Sewer Service*

The Wastewater Treatment Facility and sewer collection system are operated by the Hooksett Sewer Commission (HSC). The HSC has three elected commissioners who oversee HSC operations. There are eight full-time and three part-time employees of the HSC. The administrative staff consists of a full-time office manager; an administrative assistant; an accountant; and a treasurer. The operations staff includes a superintendent; a laboratory technician; and four operator/mechanic/laborers. The HSC is funded by user fees. The present wastewater user fee is \$3.11/1000 gallons. In 2002, the State of New Hampshire average annual wastewater user fee was \$389.72.

Both the HSC office and the WWTF are located on Egawes Drive in Hooksett. The Hooksett Sewer Commission office is a 1,800 square foot building constructed in 1998. The HSC anticipates that this office should be adequate to serve the administrative needs for the next twenty years.





*Hooksett Sewer Department*

*Photo taken by Joan McDonald*

The Wastewater Treatment Facility (WWTF) was constructed in the 1960's. The facility is classified as an activated sludge secondary treatment facility. The WWTF's average daily design flow is 1,100,000 gallons per day (1.1 MGD). The WWTF's major treatment components include a grit chamber; a two-cell aeration tank; two secondary clarifiers; a sludge holding tank; a sludge dewatering belt filter press; a gas chlorination system; and a chlorine contact tank for effluent disinfection.

As a result of the WWTF average daily flow reaching 80% of the design capacity of the WWTF, the Commission had their engineer write a Facilities Master Plan, as required by the New Hampshire Department of Environmental Services (NHDES).

In 2001, the HSC completed and approved their Wastewater System Master Plan. In that plan, the following WWTF upgrade conclusions and recommendations were made:

1. A new 60-foot diameter clarifier is required when the average daily plant flow (ADF) exceeds 0.8 MGD.
2. Additional air supply to the aeration tanks is required when the ADF reaches 0.8 MGD.
3. Additional aeration tank capacity is required when the ADF reaches 1.0 MGD.
4. The existing sludge dewatering system will require upgrading soon to keep operating hours within standard work hours.
5. Sludge disposal regulations are changing, which may affect the present means of sludge disposal.

*Note: The HSC has been working towards implementing a new sludge treatment and disposal approach, which is Sludge Composting. This approach is becoming*

*the standard approach for activated sludge treatment plans in the state of New Hampshire. Examples of other communities using this approach are Merrimack, Milford and Claremont. The HSC has recently (October/2004) acquired ten acres of land off of Lehoux Drive on which to carry out its composting activities.*

6. Secondary sludge pumping station.
7. Sludge pumping system.
8. Disinfection system replacement.

The estimated cost of the required upgrades is \$9,000,000. The HSC has collected over a million dollars in system development fees, at \$225 per 1,000 gallons. At present, there is a shortfall of the necessary funds to accomplish the required WWTF upgrades to maintain the addition of residential units in the Town. The HSC is presently struggling with this issue.

The Town of Hooksett wastewater collection system consists of 15.35 miles of sewer main and interceptor mains; five town-owned pump stations and four privately owned pump stations. The system has a calculated inflow/infiltration rate of 2,900 gallons per day per inch mile (about 1/3 of the wastewater flow into the WWTF), which is considered reasonable by industry standards.

The present service area of the sewer collection system is 6,000 acres with a potential service area of 13,100 acres, which is about 55.4% of the total town land area. Historically, expansion of the sewer collection system has been accomplished through private development, primarily residential development.

Since 1998, there have been approximately 28,000 linear feet of new gravity sewer constructed and put into service, including that in the following development projects:

- Autumn Run IV
- Autumn Run V
- Greystone Terrace
- Glencrest Estates
- Beacon Hill
- Granite Hill III/2
- Misty Meadows

The HSC endeavored to extend sewers to areas within the Town with failed private on-site septic systems, including Highland Avenue, Cross Street, Golden Gate Drive (completed in 1999) and the Elmer Avenue area (completed in 2003).

In the 2001 Wastewater System Master Plan, population projections corresponding to increased wastewater flows have been identified, as were limitations of the existing collection system. Two major sections of existing sewer interceptors were identified as

requiring improvement. These include: replacement of 5,200± linear feet of interceptor with a 24 inch pipe on the Messer Brook interceptor; and the Mammoth Road interceptor, which includes replacement of 1,800± linear feet of 24 inch interceptor.

In addition, the Master Plan included assessment of the existing sewerage pump stations based on projected future flows. The Martin's Ferry pump station was the only pump station identified which requires upgrade. The recommendations include upgrades to a triplex pump system and upgrade of the discharge force main. The capital costs of these upgrades range from \$650,000± to \$1,040,000±, dependent upon the ultimate capacity of the upgrade.

In 2004, due to a marked increase in requests for sewer extensions of the HSC sewer collection system for primarily residential development that would result in additional WWTF influent sewer flows, potentially causing the WWTF influent flow to approach or exceed the permitted design capacity of the WWTF, the Sewer Commissioners issued a temporary moratorium of new sewer extensions.

### *1. Sewer Service Recommendations*

1. The Sewer Commission and the town should pursue obtaining the funding to upgrade the WWTF, in addition to system development fees, in order to anticipate future development in Hooksett.
2. The Sewer Commission and the town should consider inflow/infiltration study and mitigation to reduce plant influent flows to allow additional sewer users.
3. The Sewer Commission and the town must pursue obtaining funding to upgrade the Mammoth Road and Messer Brook interceptors in order to anticipate future flow capacity needs associated with the growth of the town.
4. The Commission and town should work to establish a town utility committee that will allow representatives of the utility companies, water precincts, sewer commission and the Highway Department to meet quarterly to address issues, coordinate work in town streets and new service extensions for development work.
5. The Sewer Commission should periodically conduct a joint meeting with the Planning Board to discuss future sewer needs of the town.
6. In order to provide for a balanced tax base, the sewer commission should encourage and plan for the expansion of the sewer collection system into commercial and industrial areas, rather than residential areas.

## 14. The Cost of Municipal Services

Perhaps the most important statement we can make about the cost of municipal services is that we do not know what that cost will be as the Town continues to grow. Because of our rapid growth, Hooksett needs to develop a Fiscal Impact Model (FIM). Such a model can provide an effective means to integrate budget and finance concerns with land use planning decisions. The community needs to measure not only the impacts of various land use decisions, but also the likely impacts of build-out as our Town matures.

The development of a FIM may be too expensive for the Town of Hooksett to bear alone. A possible solution would be for the thirteen municipalities in the Southern NH Planning Commission region to support a region-wide model. Another approach may be an inter-regional solution developed in concert with the Local Government Center (formerly the NH Municipal Association) and, as needed, the State Legislature.

### A. *Recommendations*

1. The Town of Hooksett should investigate the benefits and costs of developing a FIM.
2. Based on the Board's understanding that master plans will be developed at the State and Regional levels of government generally consistent with RSA 674:2 (master plans), the Planning Board urges the Town of Hooksett to work cooperatively with the appropriate State agencies to bring about a FIM that can be utilized by all communities experiencing expanded growth.
3. Either as a part of the FIM or as a separate project, the Town of Hooksett should undertake a study of the relative balance between residential and non-residential tax revenue. In 2004, even with the construction of the Exit 10 retail area (Hooksett Commons), the ratio of residential revenue over non-residential revenue climbed from approximately 70% to 75%, due largely to the relatively faster increase in valuation of the residential uses.







# 5. POPULATION AND HOUSING

## 1. Population

### A. *Executive Summary*

The US Bureau of Census, the NH Office of Energy and Planning (NHOEP), and the Southern New Hampshire Planning Commission (SNHPC) provide a description and analysis of existing demographic data. While it is essential to review relevant existing demographic information and to include it in the Master Plan, it should be emphasized that all such information should not be taken at face value. This is particularly true for population projections. This population portion provides:

1. Hooksett, Regional and State Population trends;
2. Hooksett, Regional and State population projections;
3. Hooksett and Regional population density; and,
4. Hooksett, Regional and State population composition.

### B. *Historic Population Trends*

Since the 1950s, Hooksett has experienced considerable population growth spurred on by a number of reasons, including the increase of urban resettlement from the Boston metropolitan area, made possible by major improvements to the state and federal highway system. As displayed in Table 5-1 and Figure 5-1, between 1960 and 1970, Hooksett grew by 50%. From 1970 to 1980, the Town grew more moderately from a population of 5,564 to 7,303, an increase of approximately 31%. Between 1980 and 1990, growth slowed down to 20% for the decade, the slowest growth period during the fifty-year period from 1950-2000. The Town's population was 8,767 in 1990 and 11,721 in 2000, which was a 34% increase in change. According to the New Hampshire Office of Energy and Planning, Hooksett's population as of July 2003 was estimated to be 12,685.

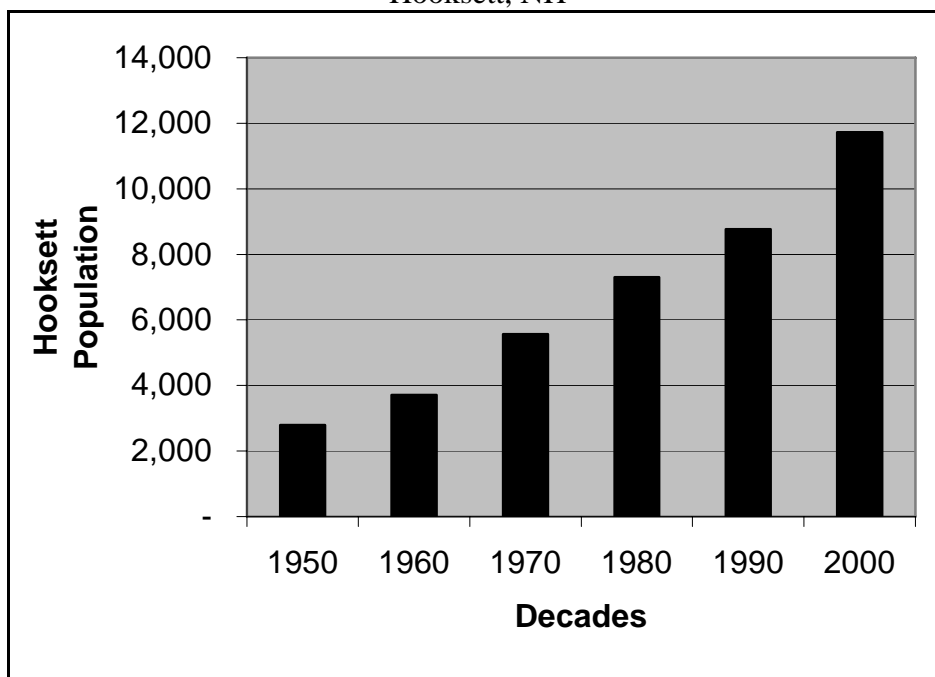
Table 5-1 further demonstrates that, on average, the Town of Hooksett has grown at about 3.36% per year over the last 50 years.

**Table 5-1 - Comparative Population Growth, 1950 – 2000**  
Hooksett, SNHPC Region and New Hampshire

Year	HOOKSETT	% Change	SNHPC	% Change	State of NH	% Change
1950	2,792	--	108,356	--	533,110	--
1960	3,713	32.99%	121,066	11.73%	606,921	13.85%
1970	5,564	49.85%	138,355	14.28%	737,681	21.54%
1980	7,303	31.25%	171,978	24.30%	920,610	24.80%
1990	8,767	20.05%	216,244	25.74%	1,109,252	20.49%
2000	11,721	33.69%	248,838	15.07%	1,235,786	11.41%

US Census & New Hampshire OEP

**Figure 5-1 - Population Growth by Decade, 1950 - 2000**  
Hooksett, NH



US Census & New Hampshire OEP

From 1950 to 2000, Hooksett's growth exceeded both the SNHPC region and the state of New Hampshire's percentage growth rate, except during the decade of 1980-1990 when the SNHPC region outpaced Hooksett's growth by 5%. As a rule, though, Hooksett's growth is generally 15-20% higher per decade than the SNHPC region or the state of New Hampshire. Table 5-2 and Figure 5-2 compares the growth rates by decade for the Town, region and state.

**Table 5-2 - Proportionate Growth by Decade, 1950-2000**  
Hooksett, SNHPC Region and State

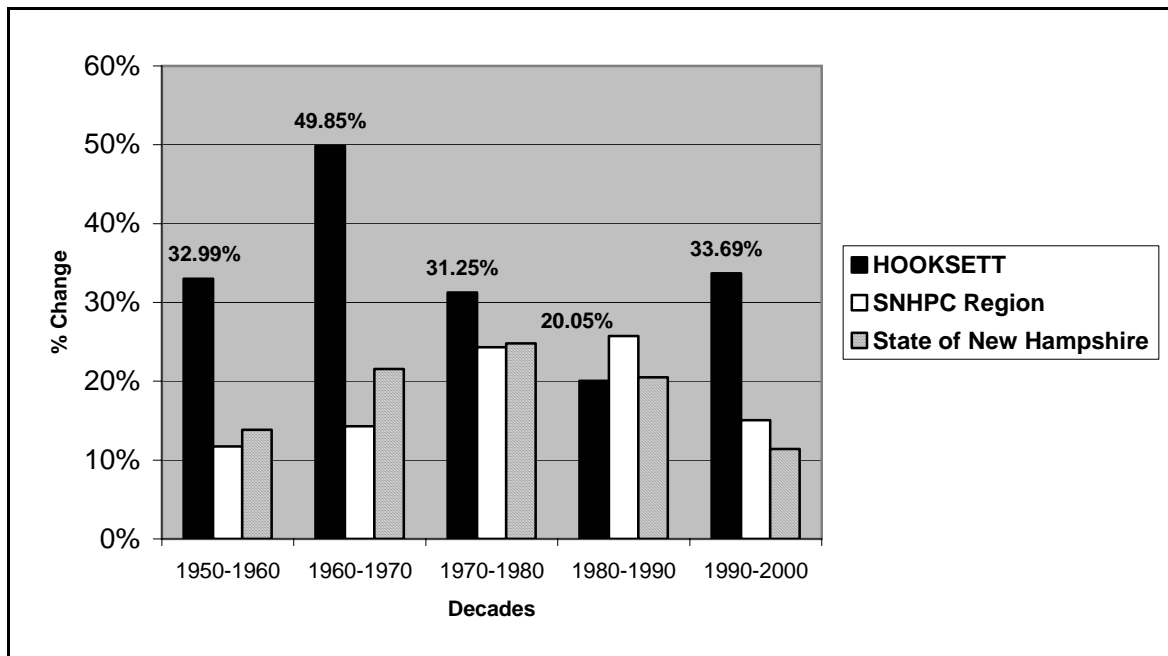
	1950-1960	1960-1970	1970-1980	1980-1990	1990-2000
<b>HOOKSETT</b>	<b>32.99%</b>	<b>49.85%</b>	<b>31.25%</b>	<b>20.05%</b>	<b>33.69%</b>
ALLENSTOWN*	16.16%	32.58%	60.98%	5.7%	4.17%
AUBURN*	11.57%	57.51%	41.67%	41.69%	14.61%
BEDFORD	67.10%	61.14%	61.82%	32.51%	45.46%
BOW*	26.17	85%	61.96	25.77%	41.34%
CANDIA*	19.87%	34.03%	49.67%	19.00%	9.95%
CHESTER	30.48%	31.24%	45.15%	34.15%	40.91%
DEERFIELD	1.13%	64.99%	68.00%	57.86%	17.73%
DERRY	19.93%	67.63%	61.16%	56.84%	14.92%
DUNBARTON*	18.57%	30.53%	42.30%	49.82%	26.54%
GOFFSTOWN*	28.24%	28.41%	21.88%	29.22%	15.79%
LONDONDERRY	49.82%	117.58%	154.36%	45.47%	17.47%
MANCHESTER*	6.71%	-0.60%	3.63%	9.23%	7.49%
NEW BOSTON	6.94%	50.27%	38.71%	66.70%	28.75%
RAYMOND	30.74%	60.85%	81.59%	59.78%	11.03%
WEARE	5.58%	30.35%	74.61%	91.62%	25.56%
SNHPC Region	11.73%	14.28%	24.30%	25.74%	15.07%
State of New Hampshire	13.85%	21.54%	24.80%	20.49%	11.41%

US Census, New Hampshire OEP & SNHPC

\*Towns adjacent to Hooksett



**Figure 5-2 - Comparative Population Growth by Decade, 1950 – 2000**  
Hooksett, SNHPC Region and State



US Census & New Hampshire OEP

Table 5-3 shows the actual and estimated population by decade from 1950 through 2020 for the Hooksett, the SNHPC region and state. Compared with communities directly abutting it, Hooksett was the second fastest growing town behind Bow and was fourth fastest of the 15 communities listed in Table 5-3. By all indications, Hooksett's rate of growth will remain robust through the next twenty years. Needless to say, the vigorous growth Hooksett has experienced over the past fifty years has had an obvious impact on the land and people of Hooksett.



**Table 5-3 - Population Growth, 1950 – 2020**  
Hooksett, SNHPC Region and State

Community	1950	1960	1970	1980	1990	2000	2010** Projected	2020** Projected
<b>HOOKSETT</b>	<b>2,792</b>	<b>3,713</b>	<b>5,564</b>	<b>7,303</b>	<b>8,767</b>	<b>11,721</b>	<b>14,270</b>	<b>16,840</b>
ALLENSTOWN*	1,540	1,789	2,732	4,398	4,649	4,843	5,420	5,550
AUBURN*	1,158	1,292	2,035	2,883	4,085	4,682	5,350	5,870
BEDFORD	2,176	3,636	5,859	9,481	12,563	18,274	22,190	25,280
BOW*	1,062	1,340	2,479	4,015	5,050	7,138	8,720	10,450
CANDIA*	1,243	1,490	1,997	2,989	3,557	3,911	4,420	4,800
CHESTER	807	1,053	1,382	2,006	2,691	3,792	4,600	5,130
DEERFIELD*	706	714	1,178	1,979	3,124	3,678	4,350	4,790
DERRY	5,826	6,987	11,712	18,875	29,603	34,021	38,210	42,030
DUNBARTON*	583	632	825	1,174	1,759	2,226	2,580	2,920
GOFFSTOWN*	5,638	7,230	9,284	11,315	14,621	16,929	19,230	21,350
LONDONDERRY	1,640	2,457	5,346	13,598	19,781	23,236	26,940	29,930
MANCHESTER*	82,732	88,282	87,754	90,936	99,332	107,006	118,630	127,140
NEW BOSTON	865	925	1,390	1,928	3,214	4,138	5,020	5,660
RAYMOND	1,428	1,867	3,003	5,453	8,713	9,674	10,970	11,980
WEARE	1,345	1,420	1,851	3,232	6,193	7,776	9,200	10,440
<b>SNHPC Region</b>	<b>108,356</b>	<b>121,066</b>	<b>138,355</b>	<b>171,978</b>	<b>216,244</b>	<b>248,838</b>	<b>283,380</b>	<b>311,240</b>
<b>New Hampshire</b>	<b>533,110</b>	<b>606,921</b>	<b>737,681</b>	<b>920,610</b>	<b>1,109,252</b>	<b>1,235,786</b>	<b>1,385,210</b>	<b>1,523,680</b>

\* Town's adjacent to Hooksett

\*\*US Census, New Hampshire OEP & SNHPC

### *C. Population Projections*

The New Hampshire Office of Energy and Planning's, population projections for the Town, region and state are presented in Table 5-4. OEP's forecasting methodology is based on a community's historical share of its respective county's growth, and assumes that a community's share of growth, according to changes in the 1960 through 2000 population, will remain about the same into the future. While OEP's projections may be statistically relevant for projected county growth, their projected growth for Hooksett must be viewed cautiously. It is highly likely that Hooksett's population growth will be greater than the official OEP projections. Evidence of Hooksett's greater than anticipated growth will be further displayed in the housing section of this report, especially with the significant number of projected housing permits for Hooksett through 2010.

**Table 5-4 - Population Projections, 2000 – 2020**  
Hooksett, SNHPC Region and State

Community	Projected Population 2020	Population 2000	Projected Net Increase 2000 - 2020	Projected Percentage Increase 2000 - 2020	Projected Annual Percentage Increase 2000 - 2020
Hooksett	16,840	11,721	5,119	43.7%	2.2%
SNHPC Region	311,240	248,838	62,402	25.1%	1.3%
State of NH	1,523,680	1,235,786	287,894	23.3%	1.2%

US Census, New Hampshire OEP & SNHPC

*D. Population Density*

Population levels alone do not provide sufficient indication of the extent to which the land in a community is developed. A comparison of the densities for the Hooksett, SNHPC region and the state is provided in Table 5-5. This information, however, must be viewed cautiously.

**Table 5-5 - Population Density, 1990, 2000 and 2020**  
Hooksett, SNHPC Region and State

Community	Area (sq. mile)	Pop. 1990	Density / sq. Mile 1990	Pop. 2000	Density /sq. mile 2000	Projected Pop. 2020	Density /sq. mile 2020
<b>HOOKSETT</b>	36.3	<b>8,767</b>	241.5	<b>11,721</b>	322.9	<b>16,840</b>	463.9
ALLENSTOWN*	20.4	4,649	229.8	4,843	237.4	5,950	291.6
AUBURN*	28.3	4,085	144.3	4,682	165.4	5,870	207.4
BEDFORD	34.6	12,563	363.1	18,274	528.2	25,280	730.6
BOW*	28.1	5,050	179.7	7,138	254	10,450	371.8
CANDIA*	30.2	3,557	117.8	3,911	129.5	4,800	158.9
CHESTER	26	2,691	103.5	3,792	145.8	5,130	197.3
DEERFIELD*	51.9	3,124	60.2	3,678	70.9	4,790	92.3
DERRY	35.6	29,603	831.5	34,021	955.6	42,030	1,180.6
DUNBARTON*	30.8	1,759	57.1	2,226	72.27	2,920	94.8
GOFFSTOWN*	36.9	14,621	396.2	16,929	458.8	21,350	578.6
LONDONDERRY	41.2	19,781	480.1	23,236	564.0	29,930	726.5
MANCHESTER*	33.9	99,332	2930.1	107,006	3156.5	127,140	3,750.4
NEW BOSTON	44.1	3,214	72.9	4,138	93.8	5,660	128.3
RAYMOND	29.3	8,713	297.4	9,674	330.2	11,980	408.9
WEARE	60.3	6,193	102.7	7,776	129.0	10,440	173.1
SNHPC Region	452.3	216,244	478.1	248,838	550.2	311,240	688.1
State of NH	8993.0	1,109,252	123.3	1,235,786	137.4	1,523,680	169.4

US Census, New Hampshire OEP & SNHPC



In 2000, Table 5-5 indicates that Hooksett has an overall population density that is higher than nine of the region's communities, all of which are significantly more rural. Compared to those communities that abut it, Hooksett ranks third in density behind Manchester and Goffstown. In 2000, Hooksett's overall population density was lower than the regional average. Based on OEP population projections, Hooksett's population density will increase substantially by the year 2020. Hooksett is increasingly becoming a suburban community. In light of the projected increased density in Hooksett, there must be an awareness of what the housing build-out threshold of the community will be, in order to properly implement the type and quantity of public facilities needed in the future.

#### *E. Population Composition*

According to the US Census 2000, 95.1% of Hooksett's population reported their race as white only, compared to 92.4% for the region. Table 5-6 compares the racial diversity of Hooksett to the region and the state.

**Table 5-6 - Population by Race, 2000**  
Hooksett, SNHPC Region and State

Community	White	Black or African American only	Indian or Alaska Native only	Asian only	Native Hawaiian and other Pacific Islander	Some Other Race	Two or More Races	Total Hispanic	Percent Non-White
<b>Hooksett</b>	11,305	80	28	195	3	23	87	170	4.93%
<b>SNHPC Region</b>	236,040	2,987	610	3,725	72	2,345	3,056	6,695	7.63%
<b>State of NH</b>	1,186,851	9,035	2,964	15,931	371	7,420	13,214	20,489	5.53%

US Census, New Hampshire OEP

In terms of age, over 33% of Hooksett's population was between 35 to 54 years of age in 2000, forming the Town's largest age group. Comprising 23% of the population, school age children (5 to 19 years of age) were the Town's second largest age group. Population by age is indicated in Table 5-7 and Percentage of Population by age is indicated in Table 5-8.



**Table 5-7 - Population by Age, 2000**  
Hooksett, SNHPC Region and State

Community	<5	5-19	20-34	35-54	55-64	65 - over	Total Population
Hooksett	764	2,657	2,372	3,917	949	1,062	11,721
SNHPC Region	17,099	56,095	50,217	82,029	18,730	24,668	248,838
State of NH	75,685	268,480	228,827	405,165	109,659	147,970	1,235,786

US Census, New Hampshire OEP

**Table 5-8 - Percentage Population by Age, 2000**  
Hooksett, SNHPC Region and State

	% Pop. <5	% Pop. 5-19	% Pop. 20-34	% Pop. 35-54	% Pop. 55-64	% Pop. 65-over	Total Percentage
Hooksett	6.52%	22.67%	20.24%	33.42%	8.10%	9.06%	100.00%
SNHPC Region	6.87%	22.54%	20.18%	32.96%	7.53%	9.91%	100.00%
State of NH	6.12%	21.73%	18.52%	32.79%	8.87%	11.97%	100.00%

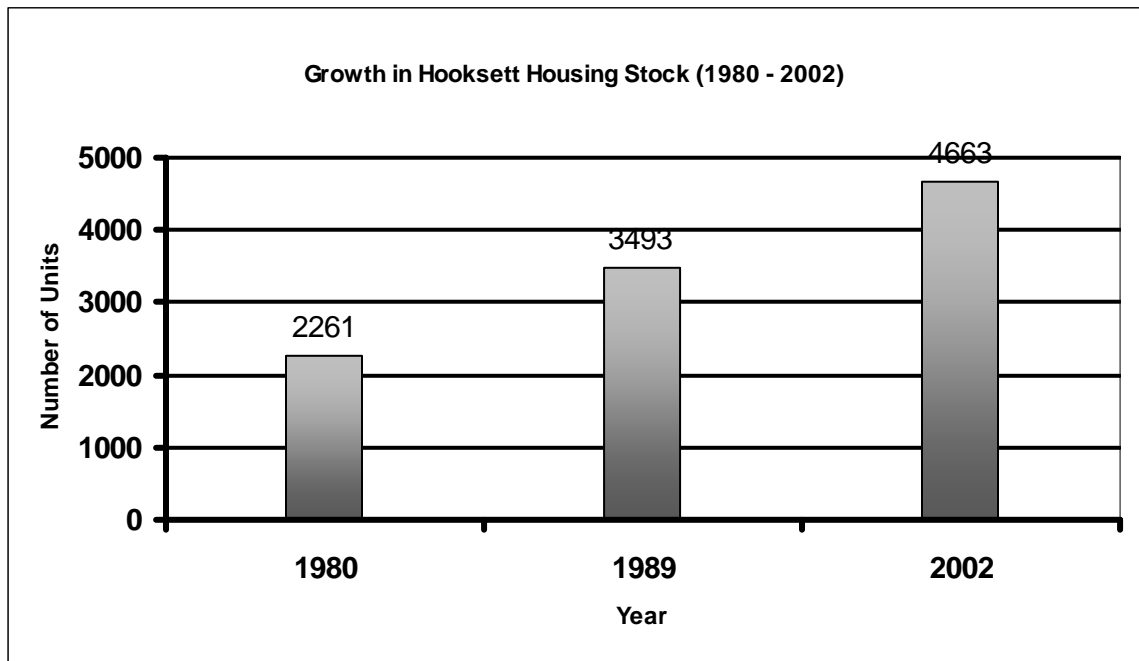
US Census, New Hampshire OEP

## 2. Housing Market Trends and Conditions

### A. *Existing Housing Supply*

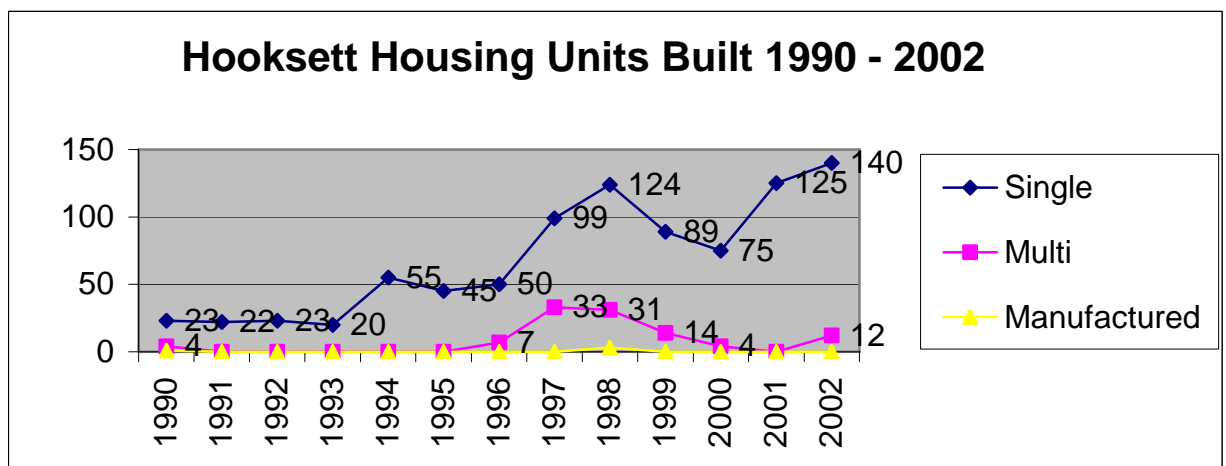
Hooksett is a rural community that is facing increasing urbanizing issues. Hooksett is both a growing “bedroom community” and a town that is made up of longtime residents who work in and around Hooksett. Based on US Census figures, from 1980 and 1989, a total of 1,232 total units were added to the housing supply, representing a 35% increase in growth. From 1990 to 2002, a total of 1,170 total housing units were added to the housing supply, representing a 33% increase in growth. Analyzed more thoroughly, the numbers outlined in Figure 5-3 demonstrates the housing growth trends from 1980 – 2002:

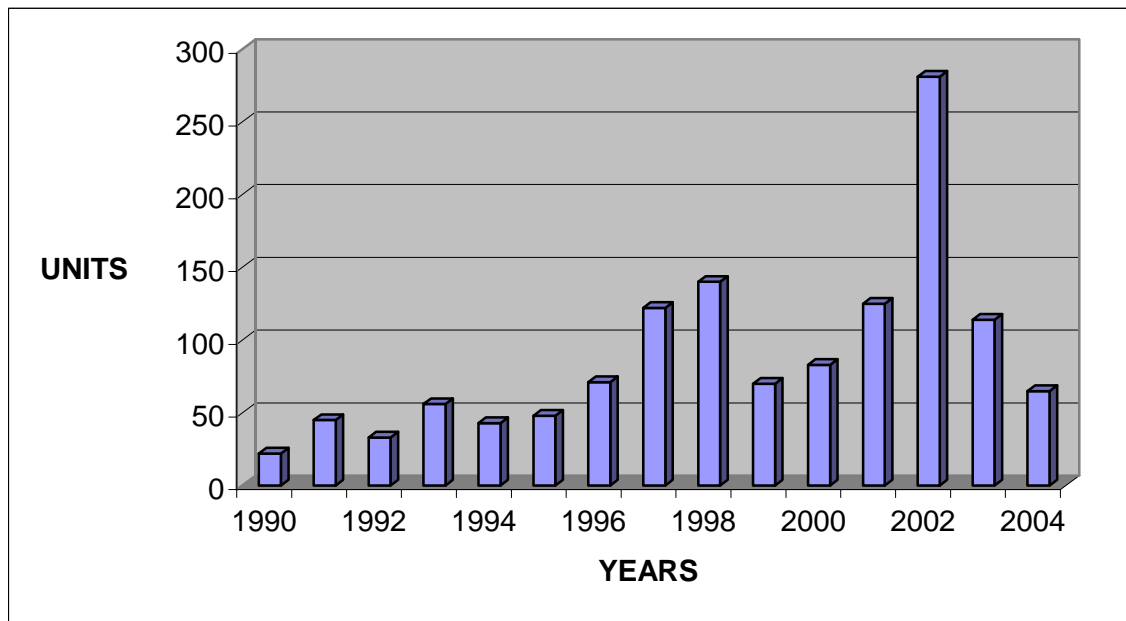
Figure 5-3 - Growth in Hooksett Housing Stock (1980 - 2000)



As seen in Figure 5-4, the majority of new housing units added between 1990 and 2002 were single-family homes. Specifically, 890 Single Family Units were built from 1990-2002 (89% of the total number of units built). Other housing unit types included multi-family units – 105 units built (10.5% of total units built) – and manufactured homes – 4 units built (0.04%).

Figure 5-4 - Hooksett Housing Units Built 1990 - 2002



**Figure 5-5 - Hooksett Housing Units Built 1990 - 2004**

The Southern New Hampshire Planning Commission maintains annual estimates of building permits for housing units issued by NH communities. These estimates include single-family, duplex, multifamily and manufactured housing units. Figure 5-5 presents the estimated number of units, based on building permit data, which were added to the housing stock between 1990 – 1995 and 1995 – 2004. The highest housing production took place in from 1995 – 2002, representing 75% of the total units built during this timeframe. Table 5-9 compares the number of single family, multi-family and manufactured housing units, compared with the total number of units in a community.



**Table 5-9 - Housing Types for Hooksett and Abutting Communities, 2002**

<b>Town</b>	<b>Total Units of Housing</b>	<b># Single-Family Units</b>	<b>Single Family Units as % of Total</b>	<b># Manuf. Housing Units</b>	<b>Manuf. Housing Units as % of Total</b>	<b># Multi-Family Units</b>	<b>Multi-Family Units as % of Total</b>
<b>Hooksett</b>	4,663	2,981	63.9%	266	5.7%	1,416	30.4%
<b>Allenstown</b>	2,038	847	41.6%	681	33.4%	510	25.0%
<b>Auburn</b>	1,728	1,621	92.2%	11	.006%	96	5.5%
<b>Bow</b>	2,526	2,421	95.8%	6	.002%	99	3.9%
<b>Candia</b>	1,460	1,334	91.3%	48	3.2%	78	5.3%
<b>Concord</b>	17,334	7,239	41.8%	1,067	6.2%	9,028	52.0%
<b>Deerfield</b>	1,575	1,400	88.8%	82	5.2%	93	5.9%
<b>Dunbarton</b>	935	876	93.6%	16	1.7%	43	4.5%
<b>Goffstown</b>	6,008	4,174	69.4%	267	4.4%	1,567	26%
<b>Manchester</b>	46,927	17,411	37.1%	161	.003%	29,355	62.5%
<b>Pembroke</b>	2,847	1,684	59.1%	146	5.1%	1,017	35.7%

In comparison to housing increases in surrounding communities between 1990 - 2002, Table 5-10, Hooksett has grown similarly in pace to Bow and is the third fastest growing town in the region since 1990. In addition, when comparing housing totals between 1970 & 2002, Hooksett had the fourth-highest housing growth rate for that time period.

**Table 5-10- Number of Housing Units, 1970 – 2002**

<b>Town</b>	<b>1970 Housing Units</b>	<b>1980 Housing Units</b>	<b>% Change 1970-1980</b>	<b>1990 Housing Units</b>	<b>% Change 1980-1990</b>	<b>2002 Housing Units</b>	<b>% Change 1990-2002</b>
<b>Hooksett</b>	1,683	2,492	48.1%	3,484	39.8%	4,663	33.8%
<b>Allenstown</b>	831	1,591	91.5%	1,868	17.4%	2,038	9.1%
<b>Auburn</b>	649	936	44.2%	1,354	44.6%	1,728	27.6%
<b>Bow</b>	731	1,282	75.4%	1,860	45.1%	2,526	35.8%
<b>Candia</b>	598	992	65.8%	1,192	20%	1,460	22.4%
<b>Concord</b>	9,475	12,081	27.5%	15,697	30.0%	17,334	10.4%
<b>Deerfield</b>	372	694	86.5%	1,227	76.8%	1,575	28.3%
<b>Dunbarton</b>	286	428	49.6	685	60%	935	36.4%
<b>Goffstown</b>	2,315	3,378	45.9%	5,022	48.6%	6,008	19.6%
<b>Manchester</b>	30,084	35,827	19%	44,361	23.8%	46,927	5.7%
<b>Pembroke</b>	1,383	1,786	29.1%	2,536	42.0%	2,847	12.3%

**B. Housing Conditions**

Other factors which can be used to evaluate the health and adequacy of a community's housing stock are the age of the units, the completeness of facilities and the number of persons per unit. Table 5-11 illustrates the year of construction for Hooksett's housing units based on the 2000 U.S. Census, and updated to include new construction in 2001 and 2002. As the data shows almost half of the housing in Hooksett has been built within the past 20 years. While this factor by itself provides no guarantee as to the quality of housing, it does suggest that a large percentage of the housing stock probably meets minimum safety standards for structural, electrical, heating and plumbing work.

**Table 5-11 - Age of the Housing Stock  
Town of Hooksett**

<b>Year Built</b>	<b>No. Housing Units</b>	<b>% of Total</b>
<b>1999 – March 2000</b>	<b>127</b>	<b>2.9</b>
<b>1995 – 1998</b>	<b>341</b>	<b>7.9</b>
<b>1990 – 1994</b>	<b>346</b>	<b>8.0</b>
<b>1980 – 1989</b>	<b>1,232</b>	<b>28.6</b>
<b>1970 – 1979</b>	<b>790</b>	<b>18.3</b>
<b>1960 – 1969</b>	<b>520</b>	<b>12.1</b>
<b>1940 – 1959</b>	<b>455</b>	<b>10.6</b>
<b>1939 – earlier</b>	<b>496</b>	<b>11.5</b>
Source: U.S. Census		

In addition to the overall physical evaluation of Hooksett's housing, "overcrowding" is also a factor in determining substandard housing conditions. The generally accepted standard for overcrowding is more than 1.01 persons per room, when the total number of persons living within the housing unit is divided by the number of rooms in that unit. As shown in Table 5-12 overcrowding was found to occur in 54 units in 2000, which was 1.2% of all units. Overall, these indicators show that Hooksett's housing is in good condition with only some minor areas of concern requiring attention in the form of code enforcement.

**Table 5-12 – Substandard Housing Units – 2000  
Town of Hooksett**

<b>Characteristic*</b>	<b>2000 Affected Units</b>
Lacking complete kitchen facilities	8
Lacking complete plumbing facilities	41
More than 1.01 persons per room	54
*Some of the affected units may be counted in more than one category.	
Source: U.S. Census	

### *C. Workforce & Affordable Housing*

Housing is a basic necessity for all people. The standard for housing affordability is that it should cost no more than 30% of a family's household income, in order for there to be enough money left for food, clothing, transportation, medical care, and child care. For many families, accessing housing has become increasingly difficult, given the rapid rise (Figure 5-6) in area housing costs, both for rentals and for purchase. In recent years, the affordable housing challenge has become so acute, locally, regionally and nationally, that the term Workforce housing has emerged as an additional problem. Workforce housing is generally considered housing for those individuals that historically have not had difficulty in finding housing. These groups include teachers, police officers, health care workers and blue collar employment trades.

In the Manchester area, HUD defines a family of four Low Income if the family's yearly income is \$54,550<sup>2</sup> year or less (\$26.41/hour). With this income, it is assumed that a Low Income family can afford a \$164,000 home or pay \$1,363 a month to rent an apartment. A Very Low Income family of four earns \$40,920/year (\$19.82/hour) and can afford a home costing \$123,000 and pay \$1,023 a month for rent. Unfortunately, the average home sale price in Hooksett in 2003 was \$207,771 and the average monthly rent for an apartment was \$1,507/month. Addressing this issue is not only important to insure housing is available to all income groups, but is also a vital economic development issue for the area. In order to have a local thriving economy, a diversified workforce must be available to businesses for growth and expansion.

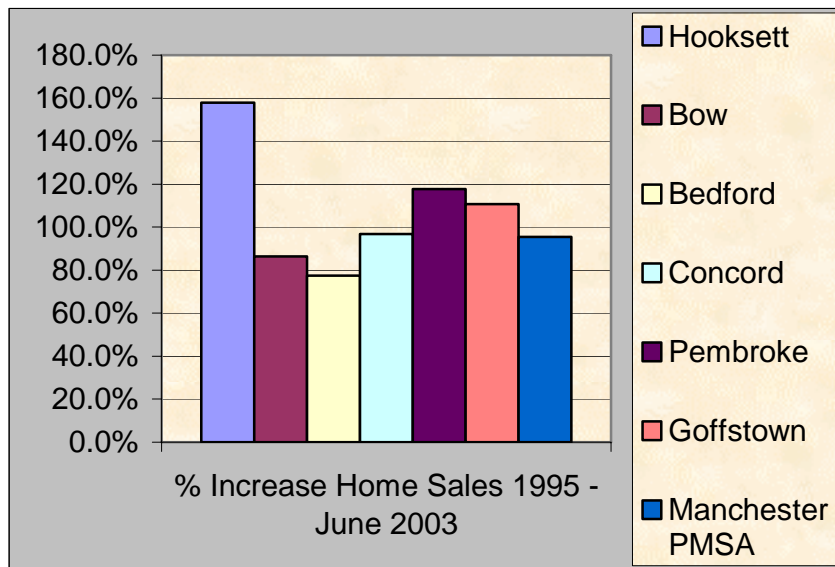


<sup>2</sup> Source: NH Housing Finance Authority, Low Income = 80% of area median income and Very Low Income = 60% of area median income.



**Housing Costs and Affordable Workforce Housing**

**Figure 5-6 - Increase in Home Sales (1995 – June 2003)**

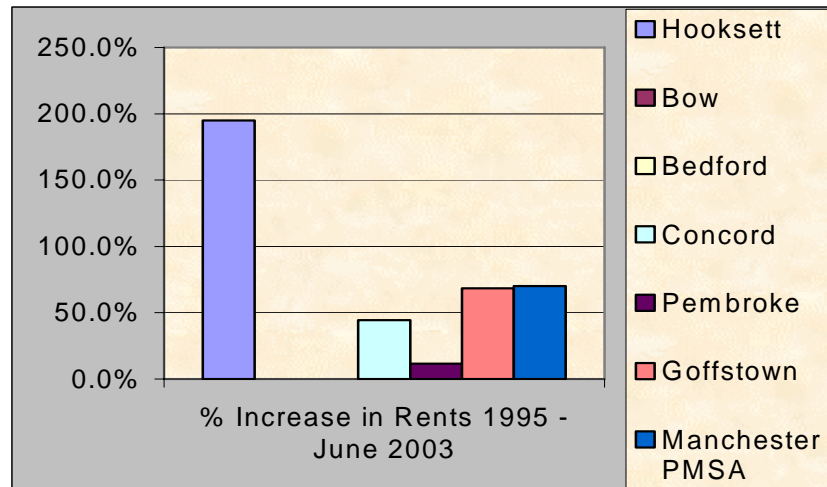


Home sales in Hooksett rose dramatically from 1995 – June 2003, with an overall increase in sales price of 157.9%. This increase is even more startling when comparing Hooksett to the surrounding area as shown in Figure 5-6. Hooksett's median sales price for homes in 2003 was \$270,771 compared to the median sales price in 1995 of \$105,000.

The rental market in Hooksett is equally increasing in costs. In 2003, the median rent for a two-bedroom apartment was \$1,507.4. The median rent increase from 1995 to June 2003 was 194.9%. Comparing to the surrounding area, Figure 5-7, Hooksett ranked highest in rent costs as well as percentage increase during the same timeframe.





**Figure 5-7 - Increase in Rents (1995 – June 2003)**

As a generally accepted rule in the real estate industry, affordability for entire housing costs should not exceed 30% of a household's gross monthly income. Of the 841 renters in Hooksett represented in the 2000 Census, 35% reported having housing costs greater than 30% of their total gross income. Currently, there are 102 family assisted housing units and 74 elderly assisted housing units in Hooksett, spread over four developments in the community. These rental units assist persons at low to very low incomes and are subsidized by the NH Housing Finance Authority or Rural Development. As housing production and population increases in the area, the demand for affordable units will also increase.

The above percentages demonstrate that affordable workforce housing is a growing concern for the citizens of Hooksett, as it is in all areas in the Southern New Hampshire region. There have been a number of decisions by the New Hampshire Courts that have emphasized the need for communities to meet the housing needs of low-income families. Recent legislation includes Senate Bill 95. This bill requires municipal land use ordinances to provide for the creation of workforce housing and provides an expedited appeal for projects that are denied. It also requires the OEP and the regional planning commission's to provide certain technical assistance.

The Southern New Hampshire Planning Commission (SNHPC) has come up with goals for each community's 'fair share' of regional low to moderate-income needs. The methodology used by the Regional Planning Commission evaluates affordable housing by estimating each community's low to moderate income housing needs for its indigenous population, compared to the region as a whole. The relative ability of the community to absorb the region's excess low and moderate income housing units is adjusted based on employment factors, equalized valuation per capita and the amount of vacant, developable land. This estimate is then reduced by the number of low/moderate units already developed, in order to identify a total fair share goal for that community. SNHPC's 'fair share' methodology is still in effect post-2000, with anticipation for a re-

evaluation of the methodology by 2005. Within the SNHPC methodology, a low/moderate household is defined as a renter-occupied unit earning less than 80% of the median family income and paying more than 30% of total income towards rental costs.

Depending on how one defines the housing region can have a significant impact on the 'fair share' of affordable housing units allocated to a community. When defined to include the municipalities contained within the Southern New Hampshire Planning Region, Hooksett's 1990 housing supply represented 4% of the regions total 80,000 units. Within this regional context, it is important that each community demonstrate a willingness to accept its proportionate share of regional growth and its 'fair share' of low and moderate income housing so that no one community is overburdened. Table 5-13 presents the 'fair share' of affordable housing to be added to each community between 1990 and 2000 as estimated by the SNHPC.

**Table 5-13 - Regional Fair Share of Affordable Housing**

Regional Fair Share of Affordable Housing Southern New Hampshire Planning Region – 1990 to 2000			
Municipality	Adjusted Fair Share	Credits	Total Fair Share
Auburn	122	2	120
Bedford	431	28	403
Candia	138	0	138
Chester	137	0	137
Deerfield	268	3	265
Derry	1472	199	1273
Goffstown	454	74	380
<b>Hooksett</b>	<b>590</b>	<b>219</b>	<b>371</b>
Londonderry	558	3	555
Manchester	5273	540	4733
New Boston	231	4	227
Raymond	464	153	311
Weare	319	95	224

Source: Southern New Hampshire Planning Commission Housing Needs Assessment January 2000  
Based on 1990 US Census and 1990-1998 SNHPC Credits

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It is uncertain whether or not Hooksett has met the goals of SNHPC's 'fair share' goal in the past; however, the town must continue to demonstrate a commitment towards the development of affordable rental housing in order to meet the regional goal.

For many, homeownership is a dream, and its realization is only fulfilled if the purchase costs can be kept within the affordable range. As of the 2000 US Census, of the 2,128 owners of homes with mortgages interviewed, 17% reported having housing costs greater than 30% of their total gross income. As well, of the 542 owners of homes without mortgages interviewed, 11% reported having housing costs greater than 30% of their total

gross income. The cost of new, single-family housing units rose significantly during the 1990s, with no anticipation of a slow-down in the near term.

Recommendations formulated in this master plan have been developed on the premise that a commitment to housing for people with low to moderate incomes in Hooksett should continue.

#### *D. Housing Projections*

This section focuses on determining the projected number of housing units that will be required through the year 2015 within the Town of Hooksett. These projections are based on data regarding anticipated population growth and needs within the existing housing stock. The accuracy of any projection is predicated on the reasonableness of the assumptions. The assumptions below have been applied in developing these projections.

1. The average household size is expected to decline by 0.14 persons per household for each projection period (i.e. 2005, 2010, 2015) from 2.62 to 2.2. This assumption is based on several factors including U.S. Census Bureau projections, which show continuing reductions in household size.
2. The non-institutional population (that portion of the population living in dormitories or other group quarters) will remain at the 2000 Census level of 824.
3. That a 3% vacancy rate should be maintained to allow for expected movement in and out of the community.
4. That an average of 10 units annually will be needed to replace units which are demolished, or may be destroyed by other causes such as fire or flooding.
5. That no major social, economic or other unforeseen events will occur which will significantly impact these growth and development projections. If such events occur, adjustments can then be made in accordance with the perceived impacts that are assessed at that time.

Table 5-14 presents the housing projections for Hooksett between 2000 and 2015. Over this 15-year period these figures project an increase of 176 units per year on average, and a growth rate of approximately 4% annually. Records from the town's building permits were issued for the construction of 64.4 units per year on average from 1990 through 1999. This represents an annual increase of 1.8%, which is less than the amount predicted by the projected figures, reflecting that the growth rate will be higher over the next 15-year period.

**Table 5-14 - Housing Projections – 2000 to 2015**  
Town of Hooksett

Year	Projected		Allowance		Add'l	
	Total Population	Total Housing Units	for Vacancy Rate	Replacement Housing	Total Units	Units Needed
<b>Actual and Estimated</b>						
1990	8,178				3,484	
1995	8,374				3,677	
2000	10,897				4,307	
<b>Projected</b>						
2005	12,960	5,226	5,383	50	5,433	1,126
2010	14,270	6,098	6,281	50	6,331	898
2015	15,560	6,650	6,850	50	6,900	569

(1) Not including non-institutional population of 824.

(2) Population divided by 2.62 to 2.2 persons per household.

(3) Housing units multiplied by 1.03.

(4) 10 units per year.

Sources: 1990 & 2000 populations and total units from US Census.

1995 population and housing estimates from NHOEP.

Population Projections 2005 -2025 from NHOEP.

Some caution is warranted in evaluating these or any projections. They should be viewed as more of an order of magnitude estimate of the size of Hooksett's housing stock in future years, and not an exact amount of units to be anticipated. It should be noted that the projections in the 1989 Master Plan estimated a growth rate of 4.7%, reaching a total of 6,597 units with a population of 14,539 by 2000. The rapid growth on which these projections were based did not occur to this extent.

## E. Growth Management<sup>3</sup>

With the increasing growth pressures felt by many New Hampshire communities in recent years, many have turned to some form of growth control to limit the number or timing of new residential developments. Regulating the timing of development is provided for under New Hampshire law, RSA 674:22 & 674:23 address both interim growth regulations and the timing of development. Past New Hampshire case law also supports growth management techniques, provided that certain requirements are met. These include:

- 1) Growth controls must be reasonable and nondiscriminatory.
- 2) The ordinance must be the product of careful study.
- 3) The ordinance should be reexamined constantly with a view towards relaxing or ending the restrictions.
- 4) A good faith effort should be made to increase the capacity of municipal services.

<sup>3</sup> Land Use Law, Peter Loughlin, Chapter 15.

- 5) The ordinance must not be designed to exclude outsiders, including disadvantaged social or economic groups.
- 6) Any limitation on expansion must not unreasonably restrict normal growth.

The courts have also stated that growth control ordinances are intended to regulate and control the timing of the development, not the prevention of development. Municipalities are not islands and growth control must balance both local and regional needs. In *Rancourt v. Barnstead*, the court noted that: “An orderly and good faith growth control ordinance must in turn rest on what constitutes a reasonable rate of increase of municipal services for a particular town. Clearly, what is reasonable is a complex issue for which there can be no rigid test. However, it seems clear that the test of reasonableness should include considerations of the cost of extending municipal services, the capacity of the town’s existing citizenry to adjust to the higher tax burden necessarily associated with an extension of municipal services, the probable use of the dwellings, the availability and suitability of undeveloped land in neighboring towns and the overall growth of the region in which the town is located”.

Growth control measures can take many forms, including limiting the total number of building permits issued each year or limiting the number of lots which can may be built on. In addition, growth can be tied to the capacity of a specific capital facility such as a school or sewer plant, to accommodate future development.

#### *F. Population & Housing Summary and Recommendations*

This chapter of the master plan has presented an analysis of historic housing trends for Hooksett, as well as a set of projections for the future. Information has also been discussed which evaluates the condition of the housing stock and the regional issue of providing affordable housing. In keeping with the findings of this chapter, the following recommendations are presented.

1. The town should work with the New Hampshire Housing Finance Authority, other similar agencies and developers to assist residents with limited financial means in obtaining decent, affordable housing. These agencies can also help the town with programs that will encourage a different mix of owner and renter-occupied housing units.
2. During the decade 1990 – 2000 only Bow exceeded Hooksett’s percent of population growth of all of the towns immediately abutting Hooksett. In addition, during four of the last five decades, Hooksett’s growth substantially out-paced the combined average growth in the SNHPC area. Given these facts, Hooksett should consider instituting growth management measures consistent with the stated goals and findings of the master plan, or other studies, which may be undertaken by the town, which will regulate the timing and phasing of development. This could be accomplished through

the adoption of a growth management ordinance and other innovative land use controls as specified under New Hampshire RSA 674:21,22,36 as amended.

The Planning Board should continually assess and balance the community and regional needs to determine the timing and specifics of any type of growth management strategy.

3. Hooksett should consider amending its cluster development ordinance. This type of ordinance could assist in the provision of affordable housing through the reduction of utility and infrastructure costs, as well as through the reduction of long-term maintenance costs. However, no cluster development should be approved unless the following criteria are met:
  - a. The development area (inclusive of all non-buildable land such as wetlands) must be equal to, or greater than, the minimum acreage which would be required if the land was to be developed as a standard single-family residential neighborhood. If a wetlands adjustment for non-buildable acreage is considered for a single, non-clustered residence, then this must also be applied to the entire cluster development.
  - b. The character of the existing neighborhood in which the cluster development is to be located must be maintained. This may require some landscaping, planting of trees to act as a natural barrier, or that the placement of the clustered homes be set away from the existing road frontage in order to maintain such character. All units built under the cluster development regulation within 100 feet of an existing road (pre-development), must meet the setback requirements of that zone and a separation between each of the dwelling units equal to 75% of the frontage requirement of that zone.
4. Hooksett should explore other smart growth techniques in order to foster affordable housing production. Items such as inclusionary zoning, linkage fees, infill policies, and the establishment of a local housing fund can spur activity to address this worsening issue.
5. Hooksett should proactively seek out opportunities to attract affordable housing development in the community through both rental and for sale mixed income housing programs, subsidized elderly housing units, and multi-family initiatives.
6. As soon as possible, update the March 1998 buildout analysis.

# 6. ROADS & TRANSPORTATION

## 1. Transportation

A community's transportation system provides a means by which people can get to work, shop, move materials and finished products, and pursue their social, civic and cultural interests. It is also the most basic component of the local, county and state safety service network. To a great extent, the transportation infrastructure dictates the quality of the response of police, fire and ambulance services. Thus, the system should be capable of supporting the collective mobility needs of the people within the area covered by the system. In addition, reasonable access must be supplied to residential, commercial and industrial developments within the community.

Although Hooksett's transportation needs are primarily served by its highway system, other transportation system components are available, either within the community or within the metropolitan area. These components are described below.

## 2. Existing Transportation System

### A. *Highways*

The major highways in Hooksett are generally oriented to facilitate north-south movements. Interstates 93 and 293 (F.E. Everett Turnpike), U.S. Route 3 (Daniel Webster Highway), and N.H. Routes 28, 3A (West River Road), Bypass 28 (Londonderry Turnpike) and 28A (Mammoth Road) are in this category.

Access to I-93 is available at three locations in Hooksett: in the south end of town, east of the Merrimack River, at the U.S. Route 3 interchange (Exit 9); in the south end of town, west of the Merrimack River, at the N.H. Route 3A interchange (Exit 10); and the north end of town, west of the river, at the Hackett Hill Road interchange (Exit 11 toll plaza). I-93 northbound provides direct access to Concord, central and northern New Hampshire and I-89. I-93 southbound provides direct access to Manchester, I-293, N.H. Route 101, and the Boston area, including I-495 and I-95 (a.k.a. Massachusetts Route 128).

The F.E. Everett Turnpike also provides access to downtown Manchester, west Manchester, Nashua and other southerly destinations, including I-495 and Boston's western suburbs on Massachusetts I – 95 (a.k.a. Route 128). The Everett Turnpike carries portions of I-93 and I-293 through Hooksett.



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## Roads and Transportation

I-293 can only be accessed in Hooksett from interchanges with I-93. Southbound, after the tolls, there is a large, heavily used, high-speed split with I-293 south going straight towards Manchester. Northbound there is a somewhat inconvenient and underutilized access to I-293 south from an unnumbered exit ramp north of Exit 10.

U.S. Route 3 and N.H Route 3A provide access to the cities of Manchester and Concord. N.H. Route 28/U.S. Route 3 are both actually the same road the entire length of Hooksett. N.H. Route 28A (Mammoth Road) provides service to Manchester and Londonderry; and the towns of Auburn and Derry are accessible via N.H. Route Bypass 28.

N.H. Route 27 (Whitehall Road) accommodates east-west movements between the south end of town and Candia and Raymond to the east.

Finally, southern portions of Hooksett benefit from other highway exits in adjoining towns. Exit 1 on N.H. Route 101 east serves the southeastern corner of town. This interchange with N.H. Bypass 28 is located just south of the Hooksett-Manchester city line. Exit 2 off N.H. 101 in Auburn provides access via Hooksett Road, which becomes Auburn Road in Hooksett. N.H. Route 28A can be accessed from Exit 8 on I-93. On the west side of the River, Exit 7 on I-293 provides access to Route 3A, about 2 miles south of Hooksett.

### *B. Bus*

Interstate bus service is provided between Manchester and major New England cities. The intercity carriers are Concord Trailways and Vermont Transit Lines. They operate from the Manchester Transportation Center at 119 Canal Street (corner of Granite St.).

The Manchester Transit Authority (MTA) provides charter service in Hooksett between the Southern New Hampshire University (SNHU) campus on North River Road and Manchester. This is no bus service within the town.

Concord Trailways: <http://www.concordtrailways.com>  
Vermont Transit Lines: <http://www.vermonttransit.com/>  
Manchester Transit Authority: <http://www.mtabus.org/>

### *C. Rail*

Unfortunately there is no passenger rail service available in Hooksett or the Manchester/Concord metropolitan area.

In 2002 Amtrak inaugurated the new *Downeaster* service between Portland, Maine and Boston's North Station. This train, which offers 4 daily round trips, has three stops in the New Hampshire towns of Dover, Durham and Exeter. Exeter is the closest stop to Hooksett, a distance of approximately 20 miles.

Amtrak also has the high speed *Acela Express* service from Boston to Washington, D.C. via New York City, as well as service to Chicago. Vermont has two Amtrak trains. The *Vermont* provides service to New York City and Washington from St. Albans via Burlington and Bellows Falls, VT and Claremont, NH (approximately 65 miles from Hooksett). The *Ethan Allen Express* provides service between Rutland and New York City via Saratoga Springs and Albany, NY.

Amtrak: <http://www.amtrak.com/>

The Downeaster: <http://www.amtrak.com/trains/downeaster.html>

#### *D. Air*

Passenger and freight air services are provided out of Manchester Airport (MHT), located approximately 10 miles south of Hooksett. This airport is one of the fastest growing in the country, serving approximately 3.5 million passengers in 2002. The airport is served by 12 airlines providing nearly 80 weekday departures, with non-stop service to 19 cities and direct (same plane) service to more (Table 6-1).

MHT is not an airline hub, thus it isn't dominated by a single carrier. Previously it was hampered by high fare prices, but that changed in 1998 when low-cost Southwest and Metrojet (since departed) entered the market. New airlines have established stations there in order to maintain market share. There is currently no competition on individual routes as airlines have consolidated or cutback operations, however, this is not unusual for non-hub airports in small cities. This airport is critical to people and businesses in Hooksett.



**Table 6-1 - Non-stop Service at Manchester Airport**

<u>US Airways – US Airways Express</u> <ul style="list-style-type: none"><li>• 5 flights a day to New York - LaGuardia</li><li>• 3 flights a day to Washington National</li><li>• 3 jets a day to Pittsburgh</li><li>• 5 jets a day to Philadelphia</li><li>• 2 jets a day to Charlotte</li></ul> <u>Southwest Airlines</u> <ul style="list-style-type: none"><li>• 9 jets a day to Baltimore-Washington</li><li>• 2 jets a day to Chicago-Midway</li><li>• 2 jets a day to Nashville</li><li>• 3 jets a day to Orlando</li><li>• 2 jets a day to Tampa</li><li>• 1 jet a day to Kansas City</li></ul> <u>United Airlines – United Express</u> <ul style="list-style-type: none"><li>• 5 jets a day to Chicago-O'Hare</li><li>• 4 jets a day to Washington-Dulles</li></ul>	<u>Northwest Airlines</u> <ul style="list-style-type: none"><li>• 5 jets a day to Detroit</li></ul> <u>Continental Airlines – Continental Express – Continental Connection</u> <ul style="list-style-type: none"><li>• 4 jets a day to Newark</li><li>• 4 jets a day to Cleveland</li><li>• 4 flights a day to Albany</li></ul> <u>Delta Air Lines</u> <ul style="list-style-type: none"><li>• 3 jets a day to Atlanta</li><li>• 2 jets a day to Cincinnati</li></ul> <u>COMAIR Delta Connection</u> <ul style="list-style-type: none"><li>• 2 jets a day to Cincinnati</li></ul> <u>Air Canada</u> <ul style="list-style-type: none"><li>• 4 flights a day to Toronto</li></ul>
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Source: Manchester Airport Web site, <http://www.flymanchester.com>, as of January 3, 2003

## **1. Facilities and Infrastructure Investment**

The airport has made extensive investments in its facilities and infrastructure. A new, modern airline terminal was opened in 1993, providing a truly impressive gateway for Manchester and all of New Hampshire. The terminal was expanded only about 5 years later. It contains 228,000 square feet, providing 11 jetway equipped gates for large aircraft and 5 smaller gates for regional or commuter aircraft. Bomb detection machines were added in 2002.

A six level parking garage with a capacity of 4,800 cars was constructed and connected to the terminal with an enclosed, elevated walkway equipped with moving sidewalks. The airport is served by six car rental agencies.

On the airside, the airport has extended the alternate east-west runway (6-24) to 7,000 feet, built new taxiways and tarmacs and a taxiway bridge over the access road. In late winter 2002, the main north-south runway (17-35) was closed for reconstruction and extension from 7,000 to 9,000 feet. Once the main runway is reopened, MHT can accommodate transcontinental flights.

## **2. Cargo Operations**

Manchester Airport is the third largest cargo airport in New England, after Boston's Logan and Hartford's Bradley Field. It handled 170 million pounds of air cargo in 2001.

United Parcel Service, FedEx and Airborne Express have all built new processing facilities and increased both the size of their equipment and frequency of operation. UPS and FedEx use wide-bodied aircraft here.

### **3. Airport Access Roads**

The City of Manchester has made some access improvements to MHT. Brown Avenue (Route 3A) has been expanded. The airport is constructing a new entrance further south on NH 3A with a new multi-lane access road to the terminal. In 2002 the NHDOT began a project to widen part of I-293 to six lanes and completely rebuild the Brown Ave. (Exit 2) interchange.

Separately, the NHDOT is planning to build a new access road from the F.E. Everett Turnpike, crossing the Merrimack River and connecting to the new airport access road. When completed this road will have junctions with U.S. Route 3 in Bedford and NH 3A in south Manchester. It will provide access to large tracts of undeveloped industrial land in north Londonderry, which the town plans to use for light industry and office buildings. This will present new and formidable industrial competition for Hooksett and other surrounding towns, due to its desirable location and easy highway access.

### **4. Aircraft Noise**

Hooksett experiences a moderate amount of noise from jet operations at Manchester Airport. Some traffic patterns take low flying aircraft over the town. Only a few early morning or late night operations over fly the town. The runway expansion at Manchester Airport was completed in 2003. Although there was moderate noise from jet operations during the expansion, noise in Hooksett from airport is not a concern, nor is it expected to be in the foreseeable future.

### **5. Other Regional Airports**

There are other airports available to Hooksett residents. Boston's Logan International Airport (60 miles to the south) is the largest airport in New England and is especially important for international and transcontinental flights, or for other distant business or vacation destinations not provided by Manchester. Hooksett does not have any scheduled limousine service to Logan; however, most limo services can arrange pickup and drop-offs at homes and businesses.

Pease International Tradeport in Portsmouth, 45 miles to the east, has concentrated on freight service and has had only limited success in establishing a passenger airline market. Pease has a low-cost service by Pan Am Airlines to secondary airports near large cities. There is little incentive for Hooksett residents to use Portland (Maine) International Jetport, since Manchester now offers more frequency and lower fares.

Manchester Airport: <http://www.flymanchester.com>

Logan International Airport: <http://www.massport.com>

### 3. Regional Transportation System Improvements

The following regional transportation projects are either under construction or in various planning stages. All these projects directly or indirectly benefit Hooksett.

#### A. *Highways*

##### Manchester Area

It has been many years since any significant improvements have been made to the highway system in the Manchester region. This was mostly due to the state concentrating on two major projects, the Everett Turnpike widening in Nashua and the extension of Route 101 towards the seacoast, and smaller projects like Exit 13 in Concord and bypass roads in North Conway and Hillsborough. The state has since turned its attention to Manchester. Most of the major projects are located in the southern portion of city and Bedford. The projects include:

- Widening the I-93/I-293 split in Manchester (completed Fall 2002)
- Widening I-293 between I-93 and Brown Avenue (under construction)
- Bridge rehabilitation on Route 101 between Exits 1 and 2 in Auburn (Under construction)
- Planned I-93 widening from Manchester to Salem (\$440M)
- Planned Manchester Airport access road (\$75-100M)
- Planned Kilton Road/Route 3 exit project in Bedford (Under construction)
- Planned Granite Street exit completion and bridge widening (\$18M)
- Planned widening of parts of NH Route 101 in Bedford (5-10 years out)
- Planned I-293 Exit 7 reconfiguration to serve the Hackett Hill area (10 years)

Development of the Hackett Hill land in Manchester and the new Exit 7 will have a direct impact on Hooksett and Route 3A due to close proximity.

#### B. *I-93 Widening Impact on Hooksett*

The I-93 widening project as planned will increase the capacity of the highway to either 8 or 6 lanes from Manchester to Salem. Construction may begin in 2005 if environmental and growth impact issues are resolved. This expansion is expected to cause accelerated population growth in southern NH. Projected growth over the next 20 years in the towns and cities in the study area will be approximately 140,000 new residents without widening, and an additional 35,000 to 40,000 with widening. The Parsons-Brinkerhoff study has estimated the population impact to Hooksett will be 1,661 additional residents if I-93 is widened. Furthermore, Hooksett may see significant land takings to satisfy EPA required secondary impact mitigation, a controversial subject.

### *C. Hooksett Projects*

The following smaller projects are under construction or planned for Hooksett:

- Exit 10/NH 3A capacity improvements (TIF district, \$2.6M, Completed)
- Route 3/Alice Avenue intersection safety improvements (\$1M, Completed)
- Route 3/Bypass 28 intersection realignment and widening (\$3M, 2004-2005)
- Planned NH 3A safety improvements, Manchester to Bow (\$10M, feasibility study underway)
- Connector Road from US Route 3 to Main Street bridge (\$1M, Fall 2005)

### *D. Other Transportation Considerations*

In the broader region several important projects impact NH travelers and commerce. US Route 3 is being widened in Massachusetts from the NH border south to I-95 (a.k.a. MA Route 128). This is a very important project for Boston bound commuters, and is planned for completion before the I-93 expansion in New Hampshire begins. After many years the “Big Dig” project to depress I-93 in Boston is finally nearing completion. This should ease the commute into downtown Boston. In Maine, I-95 expansion from York to Portland is more than half completed.

#### **1. Bus**

No new bus service is planned for Hooksett in the foreseeable future. This is an area of concern.

#### **2. Rail**

The MBTA and NHDOT are studying the possibility of extending commuter rail service from Lowell to Nashua in the next 2 to 5 years. Depending on ridership levels, this rail service could be extended north to Manchester.

The NHDOT has made provision for the possible future construction of a light rail facility in the I-93 median area between the north and southbound lanes from the state line in Salem to the Exit 5 area in Londonderry where the line would turn westward towards the Manchester Airport. The DOT does not believe there is currently sufficient demand for this light rail service. Also, there are connection issues in Manchester, where existing rail lines have been abandoned or discontinued, and in Massachusetts, where integration with existing rail lines is undetermined.

The Federal government has designated several new high-speed rail corridors including one between Boston and Montreal. This service is being studied by the states of Vermont and New Hampshire. It may utilize existing rail corridors, but require extensive track upgrades or reconstruction to accommodate high-speed trains. As proposed it will have stops in Manchester and Concord, NH, and Burlington, VT, and possibly some other



cities. It will pass through Hooksett, but no stop here is planned. This service is planned for 10 or more years into the future.

### **3. Air**

In 2003 the Manchester Airport will begin another terminal expansion intended to extend Concourse A, replacing the existing regional terminal with 4 new full sized gates able to accommodate larger jet aircraft. Additional ticket counter, baggage claim and security screening areas will be constructed. A remote parking lot will be built on Brown Ave.

With the completion of the runway extension and the terminal expansion, the airport will continue to pursue additional airlines and flight destinations and frequencies. Flights to popular West Coast cities will be possible.

Their Master Plan contains future plans to add 5 gates to Concourse B and construct another parking structure. The FAA plans to construct a new control tower in 2004.

## **4. Highway Classification**

Road and highways are classified according to administrative and functional classification systems. This administrative classification system defines governmental responsibilities for construction and maintenance purposes. The functional system is based on the role of a given road in terms of the amount of traffic it carries and the type of area it serves.

### *A. Administrative Classification*

Highways under state maintenance and control include Class I, II and III highways. Class IV, V and VI are under the jurisdiction of municipalities. The descriptions below detail the differences between administrative classes.

- Class I, Trunk Line Highways, consist of all existing or proposed highways, which are part of the primary state highway system, except portions of such highways that lie within the compact sections of towns and cities. The New Hampshire Department of Transportation (NHDOT) assumes complete control and pays the costs of construction, reconstruction, and maintenance of its sections. The sections within the compact areas of municipalities are controlled by the cities and towns as Class IV highways.
- Class II, State Aid Highways, consist of all existing or proposed highways on the secondary state highway system, except those portions of such highways, which are within the compact sections of towns and cities. These are classified as Class IV highways.



- Class III, Recreational Roads, consist of all roads leading to, and within, state reservations designated by the legislature. The NHDOT controls the construction, reconstruction, and maintenance of such roads.
- Class IV, Town and City Streets, consist of all highway with the compact sections of towns and cities. As previously stated, extensions of Class I and Class II highways through these areas are included in this classification.
- Class V, Rural Highways, consist of all other traveled highways, which the town has the duty to maintain regularly.
- Class VI, Unmaintained Highways, consist of all other public ways, including highways discontinued as open highways, highways closed subject to gates and bars, and those highways, which have not been maintained in suitable condition for travel for a period of five years or more.
- Scenic Roads are special town designations (by vote of the town meeting) or any road, other than a Class I or Class II highway, where repair, maintenance, reconstruction, or paving work shall not involve or include the cutting or removal of trees, or the destruction of stone walls, except as provided for under RSA 231.158. At present, Hooksett has no roadways designated as scenic.

The Administrative Highway Classification map, which is based on NHDOT road inventory records as of March 1988, identifies the Class I, Class II and Class VI roads in Hooksett. The other roads are either town roads (Class V) or private ways. There are no Class III, Class IV or Scenic roads in Hooksett. Table 6-2 summarizes the road mileage in Hooksett, by Administrative Classification, according to the mileage inventory maintained by the NHDOT.

**Table 6-2 - Road Mileage by Administrative Classification -- March 1988**

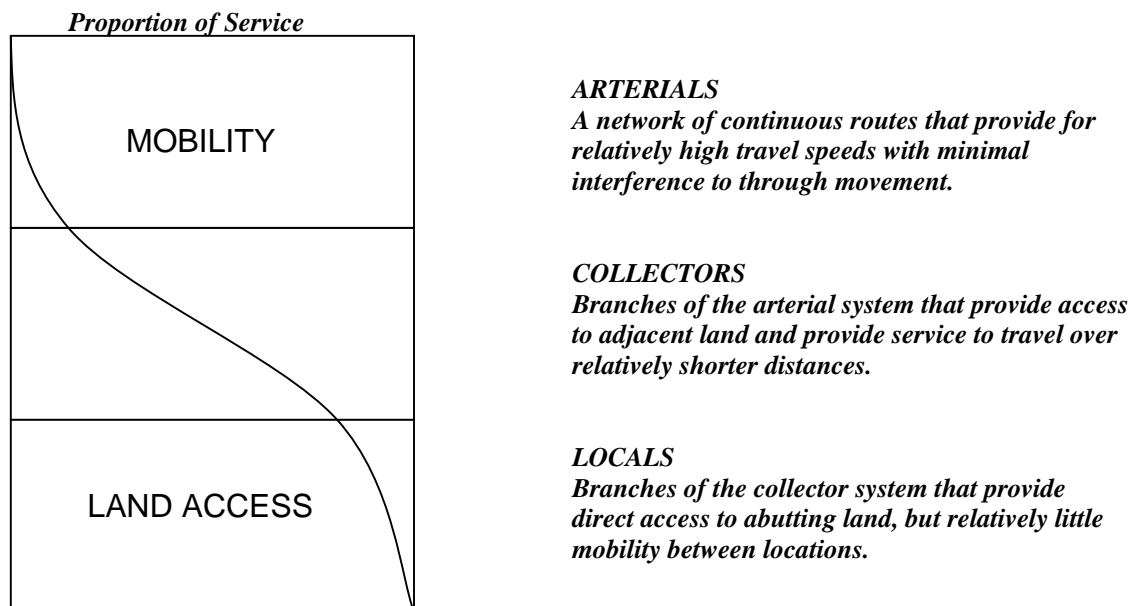
	<i>Miles</i>	
<b><i>Class I</i></b>	<b><i>33</i></b>	
<b><i>Class II</i></b>	<b><i>12</i></b>	
<b><i>Class III</i></b>	<b><i>0</i></b>	
<b><i>Class IV</i></b>	<b><i>0</i></b>	
<b><i>Class V</i></b>	<b><i>26</i></b>	
<b><i>Class VI</i></b>	<b><i>4</i></b>	
<b><i>Scenic</i></b>	<b><i>0</i></b>	
<b><i>Total</i></b>	<b><i>75</i></b>	

### *B. Functional Classification*

The functional classification system, utilized for transportation planning purposes, classifies roads according to the various functions they perform. Highway systems have two purposes: to provide mobility and to provide land access.

Where the highways primary function is to provide mobility, relatively high and preferably sustained speeds are desirable. In contrast, low speeds are necessary where the highway's function is to provide safe access to end egress from abutting land uses. In between these extremes are other highways, which have a dual function of having to provide both mobility and access. Travel speeds may be somewhat higher on these roads than on those, which primarily serve an access function, but rarely as high as on roads whose primary function is to provide mobility. The general relationship of functionally classified systems, with respect to mobility and land access, is in Figure 6-1.

**Figure 6-1 - Relationship of Functionally Classified Systems  
Serving Traffic Mobility and Land Access**



Hooksett's roads and highways are categorized as follows:

- **Principal Arterial – Interstate:** Consists of all designated routes on the Interstate system. These facilities have the capacity to handle high traffic volumes at sustained speeds. Access to these highways is controlled; opposing traffic is separated; grade separations are provided for all cross streets; and they carry an extensive amount of

through traffic, which has neither its origin nor its destination in the community. Interstates 93 and 293 are in this category.

- **Principal Arterial – Other:** Consists of highways which interconnect with the interstate system and other expressways, providing service to trips of moderate lengths at somewhat lower levels of mobility. They link cities, towns and major resort areas that are capable of attracting sufficient travel. US Route 3 and NH Route 3A are in this category. The community should consider asking the DOT to add NH Bypass 28 to this category, since it connects with NH Route 101.
- **Minor Arterial:** These include all arterial highways not classified as principal, and include facilities that place more emphasis on land access than does the higher system, and offer a lower level of mobility. These facilities provide intra-city and intra-town continuity, generally without penetrating identifiable neighborhoods. Included in the category are NH Routes 27, 28A, and Bypass 28 and Main Street, Martins Ferry Road, and North River Road. The community should add West Alice Avenue and Donati Drive to this category or the next.
- **Collector Streets:** These roadways penetrate neighborhoods collecting traffic from local streets in the neighborhoods and channeling it to the arterial systems, and vice versa. These routes link places with nearby towns, cities or routes of higher classification and/or link locally important traffic generators. Included in this category are Smyth Road, Auburn Road, Hackett Hill Road, Merrimack Street and Pleasant Street. The community must consider adding the following as collectors: Alice Avenue, Cross Road, Granite Street, Zaporra Road, Pine Street, and possibly Lindsay Road and Farmer Road.
- **Local Streets and Roads:** These facilities primarily provide direct access to adjacent land and access to the higher orders within the highway network. They usually provide service to travel relatively short distances compared to collectors and other higher components of the system. Service for through traffic is deliberately discouraged. All other streets not otherwise classified above are local streets.

The process of functionally classifying streets and highways recognizes that, with the exception of cul-de-sacs (where through travel is not possible), all the highway facilities carry varying amounts of “through” and “local” traffic.

## 5. Local and Regional Influences

This section describes some of the major development projects under construction or planned in Hooksett, which have influenced the recommendations in this Master Plan. It also describes some important developments in Manchester that have an impact on Hooksett.

**A. Quality Drive Shopping Centers (Hooksett Commons)**

As of the fall of 2003, work was completed on the large commercial development along and just off NH 3A (accessed by Quality Drive) just north of the Interstate 93 Exit 10. The development includes several “big boxes” – Target, Kohl’s, BJ’s Wholesale Club and Home Depot. In addition, other retail outlets include Wendy’s, Staples, Bed, Bath & Beyond, Nextel, Mattress Giant, Payless Shoes, Subway and E-B Games.

The Town of Hooksett, by referendum, voted to establish a Tax Increment Financing (TIF) district in order to build the necessary road infrastructure to make the shopping district possible. The people of Hooksett made a significant investment in their town’s future by approving this \$2.6 million bond issue. This was their first experience with a TIF. As a result NH 3A was widened from Exit 10 north to Quality Drive, the capacity of the interchanges was increased and 3 new traffic signals were installed.

As of 2004, the Exit 10 TIF District was generating sufficient tax revenue to not only meet the annual bond payments, but is also contributing a significant amount of monies to the General Fund.

**B. Industrial Park Area**

West of US 3, Manchester Sand and Gravel (MS & G) owns an industrial park, which they continue to market. They have plans to build an improved road system through this park, as part of the Alternate North/South Parkway. Brox Corporation owns land north of MS&G, which contains a sand and stone mining operation. Once mining operations are complete they plan to develop the land as an industrial park. Brox and MS&G have proposed a plan to interconnect their road systems, creating in effect a short loop road.

East of US 3 MS&G has a working mining operation which will continue for many years to come. MS&G has proposed to develop the land closest to US 3 into a major commercial development, and encompassing approximately 250,000 sq. feet of retail and restaurant space. They have proposed a large intersection at US 3 to support the commercial and industrial areas.

**C. Head’s Pond**

Manchester Sand and Gravel owns the majority of land in the northeast quadrant of Hooksett. In 2002 the town voted to designate Head’s Pond as “wetlands with special concern” rather than the more restrictive “prime wetlands”. This will allow for the development of land near Head’s Pond while still protecting this valuable resource. This new wetlands designation will allow MS&G to build a road and golf course near the pond. In return for this consideration, MS & G has agreed to donate to the Town an approximate 3 mile long right-of-way (102 feet wide) for the Alternate North-South Parkway (see Future Land Use Map). MS & G has also agreed to donate approximately 120 acres of land and a 27 acre pond for a town beach and recreation area. As the Head’s Pond and other residential projects are developed, MS & G has also agreed to donate land

for one or more future schools. Land just to the south of the Head's Pond project may also as some future period contain a corridor for a potential east-west road, generally from the North-South Parkway to the Class V portion of the Chester Turnpike.

#### **D. North Campus**

Land now or formerly owned by Southern NH University, just to the east of the Mount Saint Mary's apartments, is being developed by 3A Development Corporation. The project, as approved by the Planning Board, includes a total of 400 residential units (including single-family homes, townhouses, and garden-style apartments), some assisted living units, and several commercial/retail sites. This proposal includes the construction of the so-called Connector Road, running from the front of Mount Saint Mary's at Route 3 to the intersection of Main Street at Merrimack Street and the bridge.

#### **E. Connector Road Area**

This potential project area is directly across (west of) Route 3 from Mount Saint Mary's, and just north of the Cigna building. This site is one of the prime office sites in southern New Hampshire. At this writing, the land is vacant and lacks any proposal for a specific use. The Town completed a charrette of this area in connection with the Hooksett Village area, and would like to see the development of this site completed in a manner compatible with the scale and general feeling of the "Village Area."

#### **F. Southern New Hampshire University**

The campus of SNHU is bisected by the Manchester-Hooksett town line; a majority of the main campus is in Hooksett, and much of the developable land for future expansion of the University is in Hooksett as well. The University has developed new academic buildings on the west side of North River Road, and two new student dormitories on the east side. The east side of the road may see more student housing and the development of new athletic fields and facilities.

#### **G. Manchester Renaissance**

There are three major regional developments that directly impact Hooksett's economic future – they are the Manchester Airport, the downtown civic center and the I-93 expansion.

The improvements ongoing at Manchester Airport will have a similar effect on Hooksett as will the widening of I-93. This airport is now the main economic engine of the Manchester area. Both projects will enhance access for business travelers and make this area more attractive to corporations and families considering relocation here.

Not to be overlooked is the renaissance of downtown Manchester, due in large part to the opening of the Verizon Wireless Arena and the recently completed Fisher Cats baseball stadium. The success of the airport and the civic center has instilled a refreshingly

positive, “can do” attitude within the city – an attitude that is spreading to outlying towns. There have been proposals for investment in downtown nightspots (e.g. gaslight district), office buildings, hotels, residential units and walking trails. The success of the Manchester Monarchs hockey club has proved that the area can support minor league sports, and has helped the development of a new minor league baseball stadium on the riverfront. This is all good economic news for the region. These developments have greatly enhanced Manchester’s image in New Hampshire, New England and nationally.

The region’s ability to sustain this growth and take advantage of these opportunities during difficult economic times is, of course, unknown.

Manchester is the largest and most important city in New Hampshire, and Hooksett is fortunate to be situated just north of it. We have easy access to the downtown to catch a show at the civic center, enjoy baseball, or a flight at the airport, without requiring a long drive to Boston.

Growth and expansion in Manchester will spur residential development in Hooksett. As always, some residential growth in Hooksett will be due to families moving here from out of state. While there are a number of reasons that motivate people to move to New Hampshire, the price of housing is a prime motivator. This residential growth will cause more commercial growth and put pressure on the local school and road systems. Emphasis needs to be placed on improving Hooksett's roadway system and the way in which we either control or exacerbate residential sprawl.

## 6. The Dilemma: Jobs, Commuters and Sprawl

Of concern is the composition of employment opportunities in the Manchester region, which lacks high paying jobs. The city should be a net importer of workers, but the opposite is true.

In general, many Hooksett residents would prefer to work closer to home but are instead forced to commute south to Boston for higher paying jobs. Large numbers of commuters creates congestion and safety problems on I-93 and other highways, necessitating highway expansion, creating a cycle of sprawl, and reinforcing the notion that most southern New Hampshire towns are bedroom communities for Boston.

The disturbing trend is that New Hampshire now relies mostly on Massachusetts for job creation and can only provide lower cost homes for workers and their families. Towns then have to expand schools and build shopping centers to serve this population. Local road systems are clogged during commute time, especially in the direction to and from Boston. Social and community problems result when people cannot work close to home. It will take a great effort for New Hampshire to correct these problems and reverse the attitudes that helped bring them about.



## 7. Highway Recommendations

The following sections of this chapter discuss Hooksett's highway system needs in terms of recommended long-range and short-range improvements that should be considered by local officials:

### **A. U.S. Route 3 (NH Route 28)**

Route 3 is the major north-south local road through Hooksett. It carries approximately 29,000 average annual daily trips (AADT), with individual summer days approaching 36,000 daily trips. A significant portion of these total trips are through traffic (attempting to move to points north or south of Hooksett), while the remaining is destination traffic (local traffic). These travelers experience gridlock during peak hours, especially during the afternoon peak hours. This problem is particularly acute from Granite State Marketplace south to and past Merchants Motors. Essentially, Route 3 is a two-lane highway—one lane north, one lane south. Developers of adjacent lands have widened the road to four lanes with exclusive left-turn lanes and acceleration/deceleration lanes at certain points along the road (Granite State Marketplace, Legends Drive and the Granite Hill residential development). The NHDOT has completed improvements at Alice Avenue (Exit 9), and has plans to improve the intersection at Bypass 28—construction due to begin in 2005. While these improvements have made, and will make, a significant difference in the capacity and mobility of the roadway, there is still a great deal of work that needs to be done to improve the ability of the road to handle the amount of traffic that is projected to travel on it over the next 10 to 20 years.

Recommendations:

1. Develop a feasibility study, necessary engineering, a financing plan, and schedule for construction of the Southern Leg of the Alternate North-South Parkway as recommended in the Hooksett Master Plans of 1971, 1989, and this current edition. This portion of the more extensive total parkway plan (running from Alice Avenue at the south to near Greene's Marine at the north) is that from Alice Avenue at the south to just north of Martin's Ferry Road.
2. Although NHDOT is not accepting additional projects to the Ten Year Highway Improvement Plan, Hooksett should pursue a Transportation Improvement Plan (TIP) for three priority segments of Route 3, with the goal of securing these priority segments (listed below).
  - a. Route 3 should be four (4) lanes wide (two (2) travel lanes in each direction) over its entire length through Hooksett. Also, it must have either a center turning lane or median strips with appropriate left and right turn lanes at major intersections. The 1995 Rist-Frost-Shumway Corridor Study should be the guide

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## Roads and Transportation

for future travel lane and sidewalk work on Route 3. This study may need to be updated in part or as a whole as the years go by.

b. Study the potential need for the following widening and reconstruction improvements:

1. From the Route 3/Bypass 28 intersection south to Alice Avenue, along the full segments of:
  - a) Bypass 28 to Martin's Ferry Road
  - b) Martin's Ferry Road to Mammoth Road
  - c) Mammoth Road to Alice Avenue
2. From Industrial Park Drive to the Allenstown town line, along the full segments of:
  - a) Industrial Drive to Shannon Road
  - b) Shannon Road to Main Street
  - d) Main Street to Granite Street
  - e) Granite Street to the Allenstown town line.

NOTE: The widening of each segment above must include capacity and safety improvements at the terminating intersection if necessary, and all smaller intersections in between. For example, Segment 1a) must include improvements at Benton Road and K-Mart, and widening and realignment of the Martin's Ferry/Whitehall Road intersection. Segment 1b) must encompass the Mammoth Road intersection. Segment 1c) may require major reconstruction of the Alice Avenue intersection if and when the Parkway connects to it.

3. Establish a study group to determine if a Tax Increment Financing (TIF) District should be established on all or portions of Route 3 and/or the Parkway to finance the cost of construction.

4. Establish Performance Zoning on all or part of Route 3.

5. Determine the potential for synchronizing all the traffic signals from Mammoth Road to Lindsay Road.

6. Pursue government grants for road safety improvements, as was accomplished in Bedford and Concord.

7. Request NH DOT to determine the center-line of Route 3. The community believes that the state has a sixty-six (66) foot right-of-way in the southern section of Route 3, and a one hundred (100) foot right-of-way in the northern section, but this should be verified.

8. Improve highway signage.

9. Improve street identification signs to be more visible at night.

10. Improve pedestrian facilities (sidewalks, crosswalks, etc.).
11. Improve street lighting.
12. Improve street beautification (underground utilities, landscaping, trees, flowers, etc.).

### **B. NH Route Bypass 28**

Overall Route Bypass 28 south of NH 27 still has excess capacity. While development on that segment of the road has increased, including new curb cuts, it is expected that it will not exceed its capacity in the next 10 years. This could change if a major new development comes in, since there is a considerable amount of undeveloped land nearby. NH Bypass 28, is however, experiencing congestion and delays between NH 27 (Whitehall Road) and US 3. There are often long queues northbound at the Route 3 intersection and long delays making left turns into or out of commercial areas (e.g. Kmart or Agway) and Clough Road. It is expected that this segment will need capacity and safety improvements in the next 3-5 years.

The intersection of NH Bypass 28 and NH Route 27 has been the site of more serious accidents. The intersection is very narrow, with no left or right turn lanes. The new David R. Cawley Middle School off Route 27, which opened in the fall of 2003, has raised new concerns about increased traffic and the realization that school buses will not have a large enough turning radius to safely turn on to or off NH 27.

#### **Recommendations:**

- A. Improve the capacity and safety of the intersection of Bypass 28 with Route NH 27 (Whitehall Road). This will require adding turning lanes that can safely accommodate school bus traffic. Also note that these streets and this intersection are included in the recommendations for making Hooksett more pedestrian friendly, so sidewalks and crosswalks should be considered. This is a very high priority.
- B. Improve the safety and capacity of NH Bypass 28 from US Route 3 south to Auburn Road; there is a need for exclusive left-turn lanes, sidewalks, and shoulders.
- C. The Planning Board should encourage shared access points south of NH Route 27, unless adequate turning lanes are in place.

D. Further study is required to determine if there is a need for exclusive turning lanes at the following intersections:

- a. At the Smyth Road/Joanne Drive intersection.
- b. At the Farmer Road intersection.
- c. At the Zapora Road intersection.
- d. At the Auburn Road intersection.
- e. At the Eastpoint Drive

### **C. NH Route 27 (Whitehall Road)**

Recommendations:

1. Improve the capacity and safety of NH Route 27 from US Route 3 East, past the NH Bypass 28 intersection, to the entrance for the new Middle School.
2. Safety improvements from the Middle School east to the Candia town line.

### **D. Martins Ferry Road**

Recommendations:

1. Study the need for capacity and safety issues of Martins Ferry Road and North River Road from US Route 3 west to the intersection with the Southern Leg to the proposed Parkway.

### **E. NH Route 3A (West River Road)**

The planned connector road from US Route 3 at Cigna to the bridge will bring additional traffic into the Village Area. A recent traffic study completed by VHB Inc., concluded that at build-out of the North Campus and the MS&G land, traffic crossing the bridge would cause severe delays and queuing at the NH 3A intersection.

Recommendations:

1. The Town of Hooksett should attempt to maintain the rural character of NH 3A where appropriate and possible.
2. The Town of Hooksett and the NHDOT should work together to add one or more southbound turning lanes at the Main Street intersection with NH Route 3A, along with appropriate signal improvements. An additional southbound lane should be added to Route 3A to accommodate turning traffic, merging to one lane after a short distance improvements made to this intersection should be mindful of the Village Area and should include provisions for pedestrian improvements.
3. A traffic analysis should be undertaken to review the following:
  - A. The addition of a northbound left turn lane at Pine Street.

- B. The addition of both north and southbound turning lanes at Hackett Hill Road, to improve safety and capacity at the I-93 Exit 11 interchange.
- C. The addition of both north and southbound turning lanes at Cross Road
- D. The addition of both north and southbound turning lanes at the entrance to the Highway Department/Transfer Station complex.

#### **F. NH Route 28A (Mammoth Road)**

##### Recommendations:

- The following issues should be studied and evaluated:
  - a. The need for an exclusive left-turn lane at the intersection of Mammoth Road and Alice Avenue when and if the Parkway is built, or if Alice Avenue is reconstructed;
  - b. The need for a sidewalk or bike lanes along Alice Avenue to the intersection with Route 3.

#### **G. The Connector Road (College Park Drive)**

This proposed new road connection will provide a new, more direct connection from US Route 3 to the Main Street Bridge in the "Village Area". It will be an east-west collector road, about one half mile in length, starting near the Cigna building and terminating at Main Street near a redesigned Merrimack Street intersection. The road will align with a new planned road in the North Campus development east of US Route 3. The NHDOT and the 3A Development Company (developer of sites abutting US Route 3 near the Cigna building) have agreed to fund the road.

It is expected that this new road will have a positive impact on the Village Area. It will provide immediate relief to people living on Merrimack and Granite Streets, since travelers attempting to bypass congestion further south on US Route 3 often use these narrow streets. It will also reduce traffic on Main Street and allow the town or the State the option to restrict turning at the dangerous intersection of Main Street and US Route 3. Furthermore, it will provide a new northern gateway to Hooksett and enhance the Village Area. It will provide for quick and direct highway access to the area, increasing the potential for professional office park development in the immediate area.

Given the increased traffic volumes predicted for the Village Area as a result of the proposed Connector Road, improvements to the Main Street/NH Route 3A intersection discussed in Section E should be completed in advance of or together with construction of the Connector Road.

**Recommendations:**

1. Work is ongoing between the Town and the developers of the North Campus and it is anticipated that the Connector Road will be completed by October 2005.
2. The Town should consider aesthetics and scale, so that this road serves to enhance the character and appeal of the Village Area.
3. The Town should consider safety and pedestrians aspects, such as sidewalks, streetlights, etc. along the Connector Road corridor and at its intersections.
4. The intersections with Main Street, Merrimack Street and US Route 3 should provide adequate turning lanes, signalization and pedestrian accommodations.
5. A closed drainage system should be considered.
6. Improvements to the Main Street/NH Route 3A intersection should be made prior to or part of this project.

**H. Alternate North/South Parkway**

The alternate north-south Parkway is envisioned to relieve traffic on US Route 3 and provide additional capacity as Hooksett grows. This road has been included in Hooksett Master Plans for more than 30 years. The proposed corridor it will follow has remained relatively unchanged during this time. In 2002, however, prospects for the road were advanced when the townspeople voted to approve the removal of the prime wetlands designation from Heads Pond. Manchester Sand and Gravel envisions donating a 102-foot wide right of way to the Town for the portions of the road passing through their land, encompassing approximately 75 percent of the proposed corridor.

**1. Objectives**

In the 1990's SNHPC conducted a preliminary evaluation of a partial U.S Route 3 alternative corridor for a 4-lane controlled access roadway. The objectives of this consideration were to:

(a) Reduce demand on a significant portion of the existing US Route 3; (b) to improve safety and convenience for local traffic; (c) to separate through traffic from local traffic and improve its movement through the community; and (d) to suggest a means of accessing vacant land in the center of Town while minimizing potentially adverse impacts to Route 3. Those objectives are still relevant today.

**2. Proposed Corridor for the Southern and Northern Legs of the Parkway**

The Southern Leg of the Parkway would extend northerly from the corner of Route 3 and West Alice Avenue, pass northeast of the SNHU campus, and cross the westerly end of Martins Ferry Road near the North River Road intersection. It would continue northerly through the industrial district on the westerly side of Route 3 and connect with the southernmost leg of Industrial Park Drive.



The Northern Leg of the Parkway would begin on the easterly side of Route 3 opposite the Industrial Park Drive and extend northeasterly, then northerly, through the property of Manchester Sand and Gravel, Inc. and terminate with Route 3 near the Allenstown line.

### 3. Recommendations

- A. Hooksett must pursue both the widening of US Route 3 and the development of the Parkway. When the Southern Leg of the Parkway is constructed, otherwise necessary improvements to US Route 3 may be postponed due to increased mobility and capacity resulting from the diverted through traffic.
- B. The Town of Hooksett should take the initiative to have the Southern Leg of the Parkway designed within the next two years, in order to allow affected landowners to adjust their plans appropriately. The town is free to ask for technical and/or financial assistance from the NHDOT, SNHPC and the adjacent landowners or developers and to pursue government grants.
- C. The Parkway should have a limited number of access points, thus favoring mobility over land access.
- D. Ultimately, the road should have four travel lanes, two in each direction.
- E. Sections of the road can initially be built with only two lanes, as long as the design allows for expansion to four lanes in the future.

### **I. East-West Road**

As development occurs on land owned by Manchester Sand & Gravel, the Planning Board should require the owners to update their master plan. This updated master plan should propose an east-west roadway from the Alternate North/South Parkway just east of land that MS&G may donate as a Town Beach site east to the paved Class V portion of the Chester Turnpike. (The Class VI classification of the Chester Turnpike north of this point should remain in its present status.)

Recommendation:

- a) It should be a top priority of the community to preserve this East-West corridor for a future highway, since some of the land this road would pass through has been proposed for taking for I-93 mitigation or other conservation projects. This road will be critical to traffic circulation in Hooksett in the next 10 to 15 years.

### **J. Regional Transportation**

Hooksett should work with Manchester and the NHDOT to develop a full interchange with I-293 at Hackett Hill Road (Exit 7), near the city line. The purpose of this intersection is to provide access to existing industrial land in Manchester and potential developable land in Hooksett, and to relieve congestion on NH Route 3A.

**K. Alternative Forms of Transportation****1. Mass Transit – Bus/Limo/Taxi****Recommendations:**

- A. Study the feasibility with area transit authorities of establishing regularly scheduled bus service between Manchester and Concord, with the possibility of including Hooksett.
- B. If bus service is established or extended in Hooksett, consideration should be made for routes serving the Village Area and the commercial areas on the east side (US 3) and west side (NH 3A). It would be desirable to include routes between SNHU and sections of Hooksett.

**2. Needs of People with Limited Means for Transportation**

Many elderly and low-income people are unable to afford private transportation. Some people have disabilities or health concerns that prevent them from driving an automobile or using mass transit. For many, walking on sidewalks or crosswalks on Hooksett's busy streets can be frightening and dangerous. Three elderly pedestrian deaths occurred on US 3 or NH Bypass 28 in the last three years – all were attempting to cross these busy roads on foot.

People without the means for transportation often rely on volunteers to provide rides to essential services. Usually a service like this is provided by local or regional civic or religious organizations. They may have access to cars or other handicapped accessible vehicles and utilize insured drivers. They usually provide low cost or free transportation services to the elderly and children. These organizations must continuously deal with the shortage of qualified volunteer drivers. Most opt for non-profit status, which introduces some legal requirements, but allows them the ability to apply for government assistance grants.

**Recommendation:**

Good transportation planning needs to consider the needs of those without access to transportation – to do otherwise would be shortsighted and could lead to serious consequences for a small but growing segment of the population. The Master Plan recommends that the Town of Hooksett do what it can to support the needs of local organizations providing transportation services within the community. This support could be in the form of operating funds, help securing non-profit status, assistance in grant applications, etc.

### 3. Bike Paths and Walking Trails

The Hooksett Heritage Trail Committee is working to secure easements for the creation of a trail along the east side of the Merrimack River from the Southern NH University area north to the Village, and then along the west side of the river to the Bow town line.

#### Recommendation:

The Town should encourage and support this trail committee in its work, and also encourage the creation of spur trails from the main route to points of interest in the Town.

The Town should work cooperatively with the NHDOT to create bike routes, intermodal connections between roadways, sidewalks, and trails, and establish vehicle parking lots as needed near intersections with trails.

### 4. Pedestrian Access - Sidewalks/Crosswalks

- a) A large number of streets and roads in Hooksett do not have sidewalks. Some of these streets are old and narrow, even hilly or curvy, with many serving as busy connectors between two larger roads. Many streets near school bus stops do not have sidewalks, forcing children to walk in the street and creating potential safety problems. Alice Avenue is an obvious example, however, there are many similar streets in town.
- b) Improvements to Bypass 28 intersections should include sidewalks and crosswalks. It should also be noted that sidewalks and crosswalks, whether created by the town or the NHDOT, must be maintained by the Town.

#### Recommended locations include:

- 1. Along Bypass 28 from Route 3 south to the intersection of Whitehall Road (NH Route 27), with a crosswalk to service the Holly Berry Senior Housing facility.
- 2. At all future road improvement sites in Hooksett, especially in the Village Area and near any future bus stops.
- c) Create a plan that identifies and prioritizes streets meeting the need for sidewalks and/or crosswalks, and begin a construction program. The following roads are potential candidates for sidewalks: Martin's Ferry Road, Whitehall Road, Alice Avenue, Merrimack Street, Benton Road, Clough Avenue, Mammoth Road, and Bypass 28 from Route 3 to Whitehall Road. The Office of Energy and Planning has recently advocated initiatives that create "livable and walkable" communities

and such a sidewalk plan, along with implementation of its findings, will assist in a small way of achieving this goal.

**5. Sidewalk and drainage in new roads and subdivisions**

The Planning Board sees several different options for sidewalks and drainage when working with developers to plan new subdivisions or with the NHDOT to plan new or upgraded roads. Sidewalk design is influenced by the drainage system required. Either an open or closed drainage system is proposed, with the latter utilizing curbing. Increasingly the DOT and DES are recommending open systems, reasoning that they reduce the concentration of road salts, are less complex and thus less expensive to construct and maintain. The Master Plan will not address the pros and cons of open vs. closed systems. The Planning Board should recommend the appropriate system for the road segment. The Master Plan does, however, recommend that closed systems be considered in the more urban or concentrated sections of Hooksett, with open systems in more remote outlying sections.

In residential areas, including new subdivisions, split curbing is sometimes used. Split curbing has no grass median between the curb and the sidewalk. Also when this type of curbing is used, and a sidewalk is only on one side of the street, then mailbox posts are often disallowed on the sidewalk side of the street. Some homeowners may find this situation undesirable and unsafe.

Grass strips, wide enough to allow for the planting of street trees should be installed between the sidewalk and the street where possible, for both safety and beautification reasons. The Planning Board should avoid situations that cause mailboxes to be located on the opposite side of the street from homes.

**L. Financing Needed Roadway Improvements**

The Town of Hooksett has begun a traffic impact fee study and anticipates that new fees will be adopted shortly (Spring 2005). Traffic impact fees are determined based on the number of vehicle trips generated by new development. These fees may be used to fund roadway improvements necessitated by new growth. A map of the Town will be created depicting four or five traffic zones in order that collected fees may be expended in a rational manner that relate to the construction of necessary road improvements near the proposed development.

**M. Studying the Roadway Network**

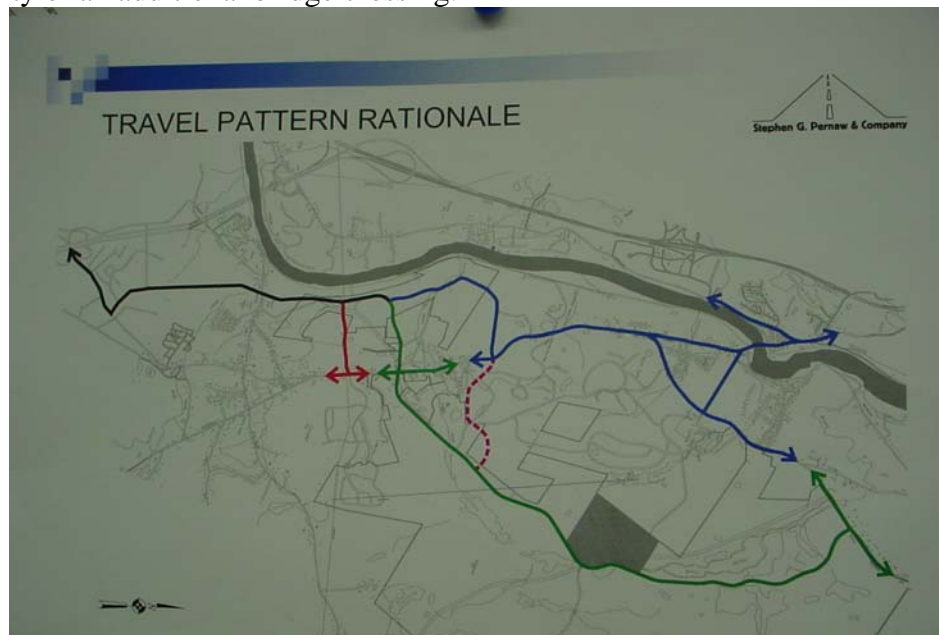
It is necessary periodically for the Town to perform a professional study of its roadway network. This effort should be designed to create a network that handles traffic efficiently and effectively. The commute to and from work, the transport of goods and services, the response to emergencies, and our recreational/social activities all depend on

our being able to get from place to place with as little stress and frustration as possible. Additionally, the decisions we make today will significantly affect our mobility as we grow from 12,000 population to 24,000 and to 48,000.

As the Town grows to its maximum desirable population, it may become necessary to locate a site to bridge the Merrimack River. For a long-range planning scenario, a new bridge location should be considered. In order to begin this planning, a comprehensive traffic analysis should be undertaken within the next five years to determine if another bridge crossing is warranted and if so, where is the most appropriate location. Ideally this would be undertaken after the revised buildout analysis is completed in order to provide a reasonable basis for potential future growth. Once a final location has been identified, the Town should proceed with securing the bridge corridor in order to protect it from the risk of future development.

**Recommendation:**

The Town of Hooksett should undertake a study of its transportation network with emphasis on the four uses noted above. This study should consider several concepts: the separation of through traffic from destination traffic, the acceptable response-to-emergencies times, the commute to work patterns, a measure of frustration relief while traveling in Hooksett, and other problems of intra-municipal and inter-municipal transportation. Of particular note, this study should recognize the barrier to travel within Hooksett posed by the Merrimack River and how the Town might approach the possibility of an additional bridge crossing.







# 7. ECONOMIC DEVELOPMENT PLAN

## 1. Introduction

During the past 20 years, the Town of Hooksett has experienced unprecedented rapid residential growth. According to U.S. Census information, between 1980 and 2000 the Town grew by 4,418 residents, or 60.5%, to a population of 11,721. The population as of July 2003 is approximately 12,685.

Much of this growth is due to the Town's proximity to transportation routes, advantageous location from Boston and Manchester, the availability of developable land, the state's favorable tax structure, and the area's quality of life. It seems that Hooksett's residential population will continue to grow, perhaps at an increasingly fast rate.

This population growth in Hooksett provides the Town with a wealth of new talent for many of its local industries. Many of the recent migrants to the state are well educated and contribute immediately to the economy. Data from the 1990 census reveal that recent migrants into the state are 2.5 times more likely than native New Hampshire residents to have at least a college degree (36 percent compared to 15 percent).

In order to further review these and other economic impacts within the Town of Hooksett, the Southern New Hampshire Planning Commission, with funding assistance from the Community Development Finance Authority, has assisted in developing this Economic Development chapter of the Town's Master Plan. Hooksett volunteers also wrote much of this chapter. This volunteer work was initiated as a result of the Community Profile activity that occurred on November 3rd, 2001.

This Chapter identifies and analyzes recent employment trends including job growth, existing labor force, unemployment rates, and the percentage of commercial/industrial property valuation and full tax rate for Hooksett and comparable communities. In addition, it will define the mission of economic development efforts in Hooksett and discuss several specific recommendations.

## 2. Mission Statement for Hooksett's Economic Development

The mission of Hooksett's economic development effort is to advocate public policy that promotes balanced and sustainable economic growth, enhances and protects the environment, fosters effective transportation systems, and balances resources through sound management of development. This process will help create good paying jobs and a healthy tax revenue stream, foster a more stable and diversified economy, and enhance the quality of the lives of Hooksett residents and businesses.

Economic development must advocate public policy consistent with its stated mission, and support development projects to create good paying jobs, preserve housing affordability, improve the business climate, and foster a more stable and diversified economy.

### 3. Regional Economic Influences

The Town of Hooksett is located in the south-central portion of the State of New Hampshire, and is a part of the Southern New Hampshire Planning Commission region. The Merrimack River, which runs from north to south through Town, is among some of the most beautiful natural resources in the community. The River's valley has become a "central artery" for tourist travel to the vacation centers in the White Mountains.

Bear Brook State Park is the largest developed state park in New Hampshire, a portion of which is within northeastern Hooksett. The park has over forty miles of trails and a variety of recreational opportunities including hiking, biking, swimming, fishing and camping, along with a museum complex for those interested in natural and human history. The park is a great spot for family reunions, class picnics and office outings, and having it as a tourist attraction adds dividends to the local economy.

Over the past two decades there has been significant economic growth in all of New Hampshire. The state has outperformed the New England region and the nation during both the long-term period and the post-recession period (1992 to 1996) on most standard economic performance measures.

New Hampshire's economy has changed considerably since the mid-1970s. Per capita income has improved from being near the U.S. median to ranking 8th highest. For two years the state has had the lowest poverty rate in the nation. New Hampshire's 1997 unemployment rate was the 5th lowest in the nation at 2.9 percent, compared to 4.2 percent in the New England region and 5 percent nationally. During November 2002, New Hampshire's unemployment rate was 4.7 percent, still well below the national average.

New Hampshire's economy is increasingly concentrated in the production of high value-added manufactured products and services, such as manufactured electronic components and computer software. In 1997 the state ranked first among the 50 states in the percentage of the workforce in high technology employment.

The state's economy relies on well educated, highly skilled and hard working business owners and employees. Over the past two decades, the state's high quality of life, including low poverty and crime rates, access to cultural and recreational amenities, and physical beauty/clean environment, the "New Hampshire tax advantage," proximity to the Boston area, and relatively low real estate and living costs compared to Boston and its immediate suburbs, have served as strong "magnets" to attract entrepreneurs, businesses, and skilled workers and their families to the state.

## 4. State and Local Employment Trends

New Hampshire's main employment sectors are services, trade, and manufacturing. The percentage employed in government is lower than the national average (13.9 percent compared to 16 percent), ranking 6th lowest among the 50 states in the percentage of the workforce in government. These figures illustrate New Hampshire's continued reliance on the private sector for employment and economic vitality.

New Hampshire's employment in the service industry is near the national average, at 29 percent as compared to the national average of 29.3 percent. In New Hampshire, as in the New England region as a whole and the rest of the nation, the service industry is the largest employer, followed by trade and manufacturing.

New Hampshire leads the Northeast in the percent of the workforce in manufacturing, ranking 11th among the 50 states in the percentage of total employment in manufacturing with 18.6 percent. During the post-recession period, the state has experienced growth in the manufacturing sector at nearly two percent per annum, compared to an annual 0.9 percent decline in New England and just 0.4 percent growth per annum nation-wide. The state has also outperformed the region and the nation in employment growth in services and trade, but not as significantly as in the manufacturing sector. Strength of manufacturing in New Hampshire is significant because unlike retail trade, manufacturing jobs in the state pay above average wages.

The state's residents are well educated. New Hampshire ranks 13th nationally in the percent of population with a high school degree. Over 86 percent of the state's residents aged twenty-five and over have a high school degree compared to 82 percent nationally. Even more noteworthy, the state ranks 6th among the 50 states in the percentage of population with a college degree.

## 5. Employment Trends, Housing Costs And Commuting Patterns

The employment trend in Hooksett over the past two decades is such that the majority of jobs are in the retail trade as well as service and construction sectors as described in Section 8, Hooksett Employment Trends, B. Major Employers on page 7-11. These are typically low wage jobs that cannot provide income to pay for the cost of housing in Hooksett.

The average weekly wage for workers in Hooksett in 1998 was almost \$600 per week according to the New Hampshire Department of Employment Security. In New Hampshire, rent at fair market value during 2003 for a two-bedroom unit is \$857 per month. According to the National Low Income Housing Coalition a wage of \$659.60 per week (\$34,300 a year) would be required to afford this rental.

This suggests that a large percentage of workers must therefore commute to and from their jobs in Hooksett to areas with more affordable housing. Conversely, residents who

purchase homes in Hooksett are likely not to work in Hooksett. Rather they will commute to higher paying jobs in other communities. This contributes significantly to traffic and congestion problems and ultimately affects our quality of life. Overcrowded roads will also affect businesses whose economic presence is vital to the community.

Table 7.1 notes that 82.7 percent of commuters in Hooksett drove to work alone in a car truck or van and 11.4 percent carpooled while the remainder used public transportation, walked or worked at home. Hooksett is very dependent upon the roadways and private transportation to go to and from work. There is no public transportation in Hooksett with the exception of some points in South Hooksett.

**Table 7-1 - Commuting Means**

Commuting to Work, 2000	Percent
Total	100.0
<b>Drove alone, car/truck/van</b>	<b>82.7</b>
<b>Carpooled, car/truck/van</b>	<b>11.4</b>
<b>Public Transportation</b>	<b>1.5</b>
<b>Walked</b>	<b>0.8</b>
<b>Other means</b>	<b>0.5</b>
<b>Worked at home</b>	<b>3.1</b>
<b>Mean Travel Time to Work</b>	<b>28.4 Minutes</b>
<b>Source: US 2000 Census</b>	

The commuting patterns of the Manchester, NH Primary Metropolitan Statistical Area (PMSA) are available from the 2000 U. S. Census. Hooksett is a part of this PMSA and commute in/out numbers are provided in the Table 7.2 below. Data for the year 2000 is simply extrapolated linearly based on the 1990 numbers. For example, the population of Hooksett in 1990 is shown as 8,767. We know that the population of Hooksett in 2000 is 11,721 from the 2000 census. This is an increase of 34%. Therefore, for example, we have also assumed that Estimated Residents Working increased by 34%, from 4,821 in 1990 to 6,440 in 2000. All other proportions for year 2000 are assumed to be the same.



Table 7-2 - Commuting Patterns

Hooksett Residents							Total Working in Town (Residents & Nonresidents)	Hooksett Nonresidents	
Population From Census		Estimated Residents Working	Commuting to Another Town		Working In Town			# of workers	Percent of Total Working in Town
			# of workers	Percent	# of workers	Percent			
1990	8,767	4,821	3,858	80.0 %	963	20.0 %	5,976	5,013	83.9%
2000	11,721	6,640	5,312	80.0 %	1,290	20.0 %	8,008	6,719	83.9%
Source: 1990 Census, NH OEP (Except for year 2000 estimates)									

Table 7-3 - Commuting Patterns out of Hooksett

Hooksett Commuting Patterns, Manchester PMSA, 1990 U.S. Census COMMUTING OUT OF HOOKSETT			
		1990 Commuting Out (From Census)	2000 Commuting Out (Extrapolated from 1990 Census Data)
Estimated Residents Working		4,821	6,460
Commuting to Another Town		3,858	5,170
Commuting Rate:		80.0%	80.0%
To Locations Within NH	Manchester	1,892	2,535
	Concord	330	455
	Bedford	278	442
	Nashua	268	359
	Londonderry	139	186
	Bow	89	119
	Merrimack	73	98
	Pembroke	63	84
Out of State:	Maine	8	11
	Massachusetts	195	261
	Vermont	0	0
	Other	36	48
Out of State Location:	Boston, MA	48	64
	Lynn, MA	28	38
	Methuen, MA	15	20
	Revere, MA	15	20

Commuting Out values noted in Table 7.3 for year 2000 are assumed to be 34% higher than 1990, which is the same amount that the population increased. Although this does not consider other factors such as changing demographics, it does allow a fundamental measure for commuting patterns for year 2000.

An estimated 80% of Hooksett's residents commute out to other locations. These locations are primarily in New Hampshire but a significant number (261) commute to Massachusetts. Hooksett sends 2,535 commuters to Manchester every day. Other major destinations include Concord (455), Bedford (442), and Nashua (359).

**Table 7-4 - Commuting Patterns into Hooksett**

<b>Hooksett Commuting Patterns, Manchester PMSA, 1990 U.S. Census COMMUTING IN TO HOOKSETT</b>			
	<b>1990 Commuting In (From Census)</b>		<b>2000 Commuting In (Extrapolated from 1990 Census Data)</b>
<b>Estimated Residents Working in Hooksett</b>	<b>5,976</b>		<b>8,007</b>
<b>Commuting From Another Town</b>	<b>5,013</b>		<b>6,717</b>
<b>Commuting Rate:</b>		<b>83.9%</b>	<b>83.9%</b>
<b>From Locations Within NH</b>	<b>Manchester</b>	<b>1,742</b>	<b>2,334</b>
	<b>Concord</b>	<b>262</b>	<b>351</b>
	<b>Pembroke</b>	<b>316</b>	<b>423</b>
	<b>Allenstown</b>	<b>309</b>	<b>414</b>
	<b>Auburn</b>	<b>138</b>	<b>185</b>
	<b>Bow</b>	<b>125</b>	<b>168</b>
	<b>Derry</b>	<b>130</b>	<b>174</b>
	<b>Goffstown</b>	<b>130</b>	<b>174</b>
<b>Out of State:</b>	<b>Maine</b>	<b>0</b>	<b>0</b>
	<b>Massachusetts</b>	<b>149</b>	<b>200</b>
	<b>Vermont</b>	<b>0</b>	<b>0</b>
	<b>Other</b>	<b>36</b>	<b>48</b>
<b>Out of State Location:</b>	<b>Quincy, MA</b>	<b>59</b>	<b>79</b>
	<b>Peabody, MA</b>	<b>18</b>	<b>24</b>
	<b>N. Andover, MA</b>	<b>12</b>	<b>16</b>
	<b>Lowell, MA</b>	<b>15</b>	<b>20</b>

Commuting in values in Table 7.4 for year 2000 are assumed to be 34% higher than 1990, which is the same amount that the population increased. Although this does not consider other factors such as changing demographics, it does allow a fundamental measure of commuting patterns for year 2000.

## 6. Taxes in Hooksett

Property taxes have risen substantially since the year 2000. The most recent re-evaluation and tax assessment that occurred in the year 2003 resulted in a 17 percent increase for most home and property owners. Similar increases occurred in the year 2001/2002.

One economic development goal is to encourage significant commercial development to help ease the tax burden from the residential homeowner. However, this study shows that even with one million square feet of commercial space added to our valuation between the years 2003 and 2006 the residential taxpayer's burden continues to increase from 69% of the total taxes paid to 76% of the total taxes paid (see Table 7-5).

**Table 7-5 - Tax Revenues 2001 Through 2008**

	2001	2002	2003	2004	2005	2006	2007	2008
<b>Residential</b>								
Existing Homes	4200	4200	4350	4500	4650	4800	4950	5100
New Homes		150	150	150	150	150	150	150
Total Homes	4200	4350	4500	4650	4800	4950	5100	5250
Valuation \$ (note 2)	544,937,456	582,437,456	619,937,456	823,980,528	861,480,528	898,980,528	936,480,528	973,980,528
Tax Rate \$ (note 1)	25.27	25.27	25.27	20.57	20.98	21.40	21.83	22.27
Revenue \$	13,770,570	14,718,195	15,665,820	16,949,279	18,075,068	19,239,107	20,442,479	21,686,290
<b>Non-Residential</b>								
# of Sq. Ft. Comm. (note3)	2,162,935	2,184,564	2,206,410	2,228,474	2,250,759	2,273,266	2,295,999	2,318,959
Exit 10 and MS & G Sq. Ft.			250,000	250,000	250,000	250,000		
Total Sq. Ft. of Commercial	2,162,935	2,184,564	2,456,410	2,478,474	2,500,759	2,523,266	2,295,999	2,318,959
Commercial Valuation (note 4)	173,034,800	174,765,148	202,512,799	204,277,927	206,060,707	207,861,314	183,679,927	185,516,726
Industrial Valuation	51,458,500	51,458,500	51,458,500	51,458,500	51,458,500	51,458,500	51,458,500	51,458,500
Other Valuation	20,044,000	20,044,000	20,044,000	20,044,000	20,044,000	20,044,000	20,044,000	20,044,000
Total non-res. Valuation	244,537,300	246,267,648	274,015,299	275,780,427	277,563,207	279,363,814	255,182,427	257,019,226
Revenue	6,179,458	6,223,183	6,924,367	5,672,803	5,823,665	5,978,673	5,570,390	5,722,695
Total Tax Revenue	19,950,027	20,941,378	22,590,186	22,622,083	23,898,732	25,217,780	26,012,869	27,408,984
% of Tax Base Residential	0.69	0.70	0.69	0.75	0.76	0.76	0.79	0.79

Source: Hooksett Planning Department, NH OEP

Please note the “% of tax base residential” which is the last row in the table. It clearly shows the increasing burden on the residential taxpayer will continue to increase even with one million square feet of new commercial development by end-of-year 2006.

Notes related to Table 7-5:

1. Tax rate increases at 2% per year 2004 through 2010
2. Assumes an average home value of \$250,000
3. Sq. Ft. of commercial in 2001 is calculated as follows: \$173,034,800 / \$80 per Sq. Ft. = 2,162,935 Sq. Ft. Total. This amount increases at 1% per year. TIF district is included in these numbers.
4. Exit 10 adds 250,000 Sq. Ft. of space in 2003 & 2004, MS&G adds 250,000 in 1Q 2005
5. Homes estimates are for end of year.

The commercial valuations of the “Exit 10” development are included in the calculation as if they produce tax revenue from day one. That is, the calculation disregards the delay in tax revenues as a result of the TIF district financing. Clearly, Hooksett must consider other methods of increasing revenues in addition to attracting commercial development. (See Chapter 4, Part 14 – Cost of Municipal Services)



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## Economic Development Plan

1. The tax burden on residential homeowners continues to increase even though commercial valuations and square footage continues to rise. This trend is likely to continue in the future as long as the current rate of residential growth and valuations persist. The Town of Hooksett is succeeding in attracting commercial & industrial development, however residential growth continues to rise at a faster rate.

The following data in Table 7-6 summarizes tax revenues and valuations for residential and commercial/industrial property in Hooksett as of 2002.

**Table 7-6 - 2002 Tax Revenues**

LAND USE	2002/2003 VALUATION	REVENUE @ 25.27 per \$1000	2003/2004 VALUATION	REVENUE @ 20.57 per \$1000
Residential	\$ 544,937,456		\$ 823,980,528	
RESIDENTIAL TAX		13,770,570		16,949,279
Non-Residential				
Commercial	173,034,800		184,245,100	
Industrial	51,458,500		67,716,800	
Utility				
Electric	15,758,200		23,805,200	
Gas	2,079,900		4,317,500	
Oil	1,490,900		5,086,200	
Water	350,800		133,700	
Current Use	364,200		513,750	
Subtotal	244,537,300		285,818,250	
NON-RESIDENTIAL TAX		6,179,458		5,879,281
RATIO OF RES/NON-RES		0.69		0.74

2002/2003 RATIO: Residential valuation brings in \$13,770,570  
Non-Residential valuation brings in \$ 6,179,458

Therefore during tax year 2003/2003, for every \$1.00 of Residential tax revenue, Hooksett received \$0.45 of Non-Residential tax revenue, or conversely, for every \$1.00 of Non-Residential tax revenue, there was \$2.23 of Residential tax revenue.

2003/2004 RATIO : Residential valuation brings in \$16,949,279  
Non-Residential valuation brings in \$ 5,879,281

Therefore during tax year 2003/2004, for every \$1.00 of Residential tax revenue, Hooksett received \$0.35 of Non-Residential tax revenue, or conversely, for every \$1.00 of Non-Residential tax revenue, there was \$2.88 of Residential tax revenue.

According to “*New Hampshire’s Changing Landscape*,” prepared by Dan Sundquist, Society for the Protection of New Hampshire Forests, and Michael Stevens, New Hampshire Chapter of the Nature Conservancy, residential growth generally costs communities an average of \$1.09 for every \$1.00 of tax revenue generated, primarily due to educational expenses. One local company is considering adding a substantial number of residential units to the area: Manchester’s Sand and Gravel, one of the larger employers in the area, is considering the development of residential units with a build-out potential of up to 650 units. The development of the former Southern New Hampshire University site includes plans for adding 400 housing units consisting of garden style, townhouse and single-family structures to their property. One Hundred assisted living units may also be built on the former SNHU’s campus. Additionally, the development at the 175 acre site of additional phases of Granite Hill, consisting of 375 units in the North phase and 400 units in the East phase.

These three projects alone may add over 1900 homes during the next 10 to 15 year period. Combined with other new housing in projects in town this represents a potential 50% increase in residential homes. At this rate it will be difficult to increase the ratio of commercial/industrial valuation relative to residential even with the 400,000 square feet of commercial retail space planned for development over the next few years.

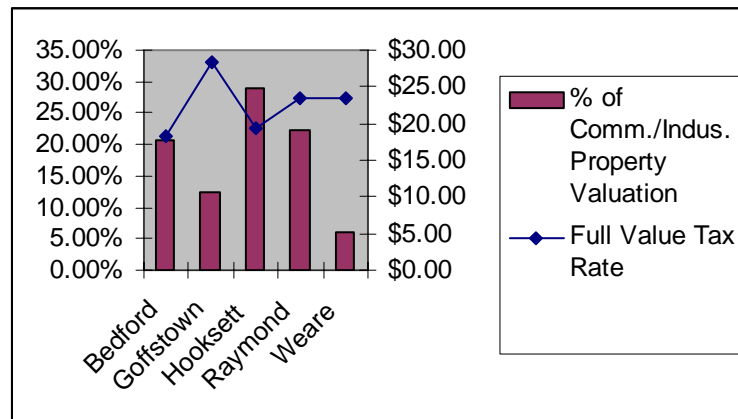
Approximately 500,000 square feet of retail space has been developed on Quality Drive near exit 10 off Route 93. “Big Box” retail giants Kohl’s, Target, Home Depot, BJ’s and Staples are anchor stores, which opened in 2003. It is expected that this development will be a catalyst for additional retail expansion in the Exit 10 area on both the north and south sides of the Interstate Highway. Within 2 to 5 years another 250,000 to 500,000 square feet is planned by Manchester Sand and Gravel at the intersection of Route 3 and Industrial Park Drive. This will encourage secondary development in the Route 3 area.

## **7. Comparable Communities**

Business development and growth in Hooksett provides an important source of tax revenue, which helps to decrease the percentage of local revenues required from residential properties. Individual business facilities generally have higher values than residential properties and thus contribute more to the tax base. In addition, property taxes paid by businesses help finance the town’s education costs while not directly contributing to school enrollment.

Property that has been developed for commercial and industrial uses represents approximately 29 percent of the Town’s property tax base as shown on Figure 7-1 below.

**Figure 7-1 - Year 2000 Percentage of Commercial/Industrial Property Valuation and Full Value Tax Rate for Hooksett and Selected Communities**



Source: Hooksett Town Assessor's Office for Year 2000

Compared to other New Hampshire Communities, Hooksett has a *high* percentage of assessed property value in commercial and industrial uses and a *low* full value property tax rate. In fact, the Town of Hooksett has the *second lowest* full value property tax rate out of the thirteen SNHPC communities. If the Town were able to expand its current commercial and industrial base to offset the cost of residential growth, the Town's revenue stream would be increased.

## 8. Hooksett Employment Trends

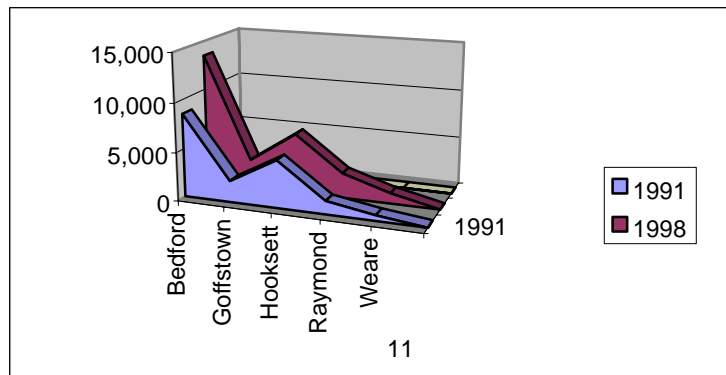
This section will provide information about the economic health of the Town of Hooksett. Reviewing and analyzing growth, major employers in Hooksett, average weekly wages and unemployment rates will help determine the direction in which the local economy is heading.

### A. Job Growth

Job growth in Hooksett has occurred at a relatively healthy rate in recent years. Since 1991 jobs have increased from 4,889 to 6,135 in 1998, representing a 25.5 percent increase (see Figure 7-2).

While this is higher than the state average of 17 percent during those years, it was somewhat less than neighboring communities. However, disregarding percentages, the Town of Hooksett numerically added more jobs during this time period (1,246) and has a significantly higher number of jobs (6,135) than its neighbors do, except for the Town of Bedford.

Figure 7-2 - Job Growth 1991-1998



Source: New Hampshire Department of Employment Security

According to the New Hampshire Department of Employment Security, job projections for Rockingham, Merrimack, and Hillsborough Counties anticipate an approximate 15 percent jobs base increase in those counties between the years 1996 and 2006.

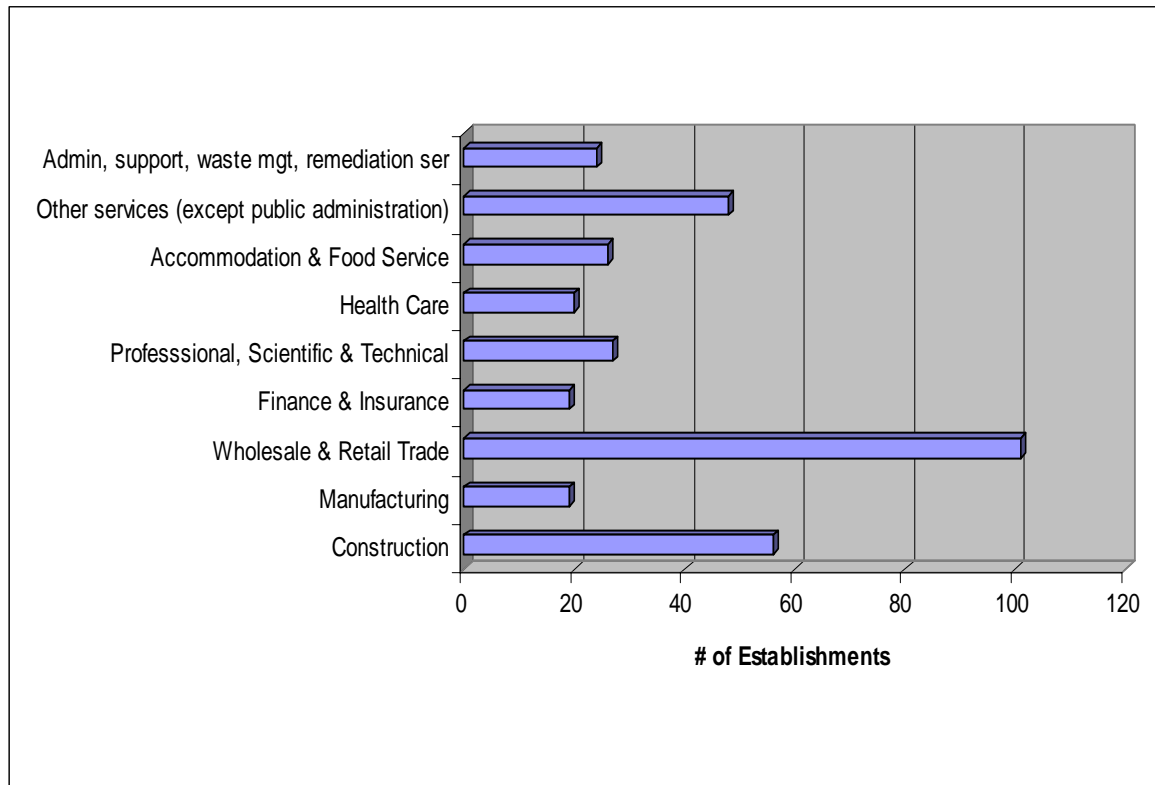
There have also been some variations in the job base of the community with a slight decline in government jobs and manufacturing. During 1991, government employees made up 11.7 percent of all jobs in Hooksett. By 1998 that figure had declined to 7.6 percent. During those same years, manufacturing jobs dropped from 23.5 percent to around 22 percent despite an overall improvement in the economy.

#### B. Major Employers

In the year 2000, the largest employers contributing to the job base in Hooksett included General Electric Company, with 800 employees, Southern New Hampshire University, with 700 employees, and Oxford Health Plans Inc., with 400 employees. According to New Hampshire Department of Employment Security, Hooksett had 383 establishments in 1998, and the ten largest employers constitute almost 50 percent of the job base. Clearly, these businesses play an important role in the local economy, and the Town should maintain appropriate business retention strategies to hold onto them.

However, the Town should also encourage diversification to some extent so that, in the event any of these major employers should leave the community, the negative impact would not be severe. See Appendix A for a complete list and location map of Hooksett's Major Employers (businesses operating with 25 or more employees).

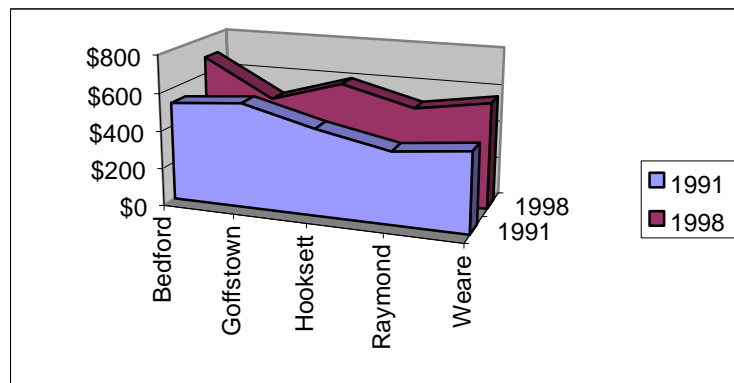
According to the U. S. Census for the year 2000, a total of 407 business establishments were located in Hooksett employing 6,464 people with an annual payroll of \$208,449,000. The types of business establishments located in Hooksett are shown in Figure 7-3 below. Of a total of 407 businesses, 101 are in wholesale and retail trade. This is nearly 25% of the total. Clearly, this sector plays an important part in the local economy.

**Figure 7-3 – Types of Business Establishments in Hooksett**

Source: U.S. Census, Year 1999

### *C. Average Weekly Wage Comparison*

Wages paid by employers are an indication of the strength of a local economy. Wages in Hooksett are higher than most SNHPC communities of similar size (see Figure 7-4). Average weekly wages in Hooksett from 1991 to 1998 have kept pace with the rest of the region.

**Figure 7-4 - Chart B: Average Weekly Wages 1991-1998**

Source: New Hampshire Department of Employment Security

*D. Income of Hooksett Residents*

Table 7-7 below illustrates the top twenty towns in terms of Median Family Income (MFI) in the counties of Merrimack and Hillsborough in 1999. Hooksett's position among the top twenty is 17<sup>th</sup> using this measure.

**Table 7-7 - Median Family Income**

		<b>Median</b>	
		<b>Family</b>	
		<b>Income</b>	
<b>Position</b>	<b>Name</b>	<b>1999</b>	<b>Rank</b>
1	Hollis	\$ 104,737	234
2	Amherst	\$ 97,913	231
3	Bedford	\$ 91,868	229
4	Bow	\$ 83,567	226
5	New London	\$ 82,201	225
6	Brookline	\$ 80,214	223
7	Mont Vernon	\$ 77,869	221
8	Litchfield	\$ 76,931	219
9	Sharon	\$ 75,325	216
10	Pelham	\$ 73,365	211
11	Merrimack	\$ 72,011	206
12	Francestown	\$ 71,471	203
13	Hudson	\$ 71,313	202
14	Lyndeborough	\$ 70,223	200
15	Hopkinton	\$ 69,737	199
16	New Boston	\$ 69,458	198
<b>17</b>	<b>Hooksett</b>	<b>\$ 68,673</b>	<b>195</b>
18	Dunbarton	\$ 67,448	193
19	Hancock	\$ 64,423	183
20	Temple	\$ 64,297	182

*Source: NH OEP*

1999 Median Family Income - This is total income received in calendar year 1999 by all family members 15 years of age and older. The data are tabulated for all families. Family income differs from household income by excluding income received by household members not related to the householder, persons living alone and others in non-family households. MFI is used in this analysis rather than Median Household income because the focus of this economic exercise is workers who are experienced and have higher incomes. Median Household Income includes a preponderance of young adults that have short work histories and garner less income than the more experienced work force. The presence of an institution with resident population (such as a college) has a profound affect on the per capita income according to the New Hampshire Office of Energy and Planning. Southern New Hampshire University with several hundred

transient students, located in Hooksett, is such an institution and is therefore omitted from this focus.

**Rank** - Community level statistics, often need to be placed in perspective. For instance, it may be helpful to know that in 1999 Hooksett's median family income was estimated to be \$68,673; but this figure has more significance if it is known that 39 other communities in the State of N. H. have a higher MFI. The data user may readily determine the relative position of a given community by referring to the "rank" column that is to the right of the data with which it is associated. The highest rank possible is 234, the number of communities in NH. Ranks are calculated on a low to high basis.

Income ranges are tabulated in Table 7-8 below is based on the number of families in area code 03106.

**Table 7-8 - Income Ranges**

<b>Family Income in 1999</b>	<b># of Families</b>	<b>Percent</b>
	<b>1,018</b>	<b>100</b>
Less than \$10,000	72	7.1
\$10,000 to \$14,999	10	1
\$15,000 to \$24,999	49	4.8
\$25,000 to \$34,999	93	9.1
\$35,000 to \$49,999	185	18.2
\$50,000 to \$74,999	276	27.1
\$75,000 to \$99,999	206	20.2
\$100,000 to \$149,999	106	10.4
\$150,000 to \$199,999	15	1.5
\$200,000 or more	6	0.6
Median family income (dollars)	56,786	(X)
Source: U. S. Census 2000		

#### *E. Unemployment Rate*

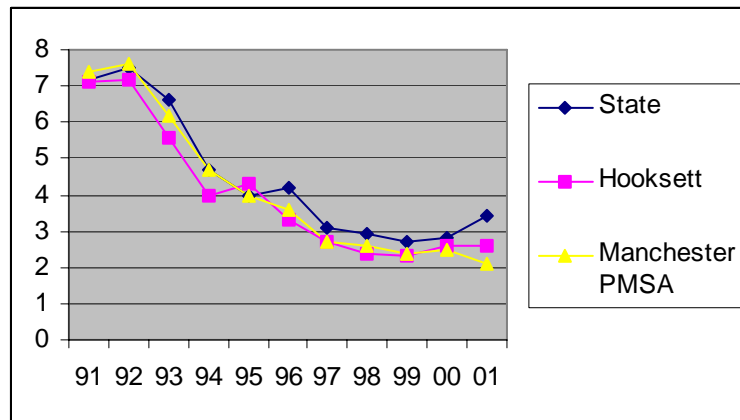
According to the New Hampshire Department of Employment Security, Hooksett usually has a slightly lower unemployment rate than the Manchester PMSA (Primary Metropolitan Statistical Area) and the state. In 1991, Hooksett had an unemployment rate of 7.1 percent, while the state rate was 7.2 percent, and the Manchester PMSA rate was 7.4 percent. However, for the year 2000, while the state rate was higher at 2.8 percent, the Manchester rate was lower at 2.5 percent than Hooksett at 2.6 percent.

As indicated below in Figure 7-5, local, regional and statewide unemployment rates fluctuate almost evenly, in direct relation to the economic cycle of the U.S. With a strong economy in Hooksett, the Manchester PMSA and the state have had their lowest unemployment rates of the decade.



During July 2001, unemployment rates remained low for Hooksett and Manchester, while the state has risen to 3.4 percent. The future remains somewhat uncertain, as some economic sectors remain jittery about tensions in the Middle East.

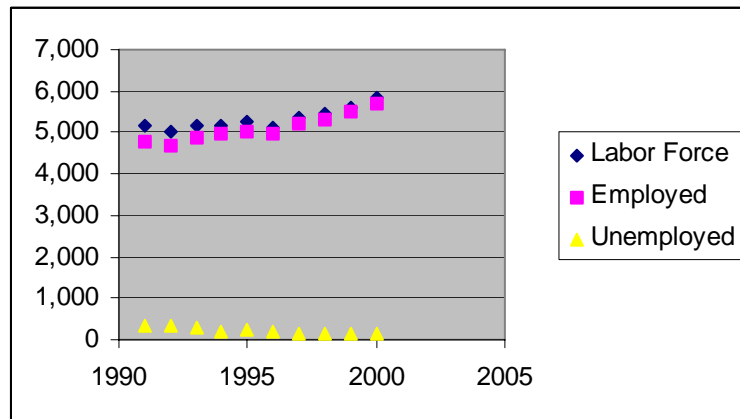
Figure 7-5 - Average Annual Unemployment Rate 1991-2001



Source: New Hampshire Department of Employment Security

Hooksett's labor force has been growing steadily, but not as quickly as the population growth since 1991. By 2000, Hooksett had approximately 5,840 participants in the labor force, compared to 5,150 during 1991, or an increase of 13 percent (see Figure 7-6). However, the population increased in Hooksett from 9,002 to 11,721 persons from 1990 to 2000, representing a growth rate of 30 percent.

Figure 7-6 - Labor Force Statistics, Town of Hooksett



Source: New Hampshire Department of Employment Security

Compared to these population growth figures, the participation rate of Hooksett residents in the workforce has decreased from 61.5 percent during 1990 to 49.8 percent during the year 2000. This could be due to a combination of factors:

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## Economic Development Plan

1. According to the U.S. Census, the age of the population is increasing, meaning that more individuals are approaching retirement age; during 1990 the median age was 33.6 years compared to 35.3 years in 2000.
  2. Rising wages might have decreased the demand for a two-income household, or
  3. Families moving into the Town have a higher child per family count.
- In contrast, the total number of unemployed residents decreased from 360 in 1991 to 130 in 1999. However, the number of unemployed residents has moderately increased over the last year to 150 in the year 2000, suggesting a slight economic downturn.

## 9. Potential Economic Development Areas

Economic Development Areas (EDAs) are defined in this document as areas that attract economic entities such as commercial businesses because of a combination of factors. These factors include zoning, access to major roadways and other necessary infrastructure (water, sewer, etc.), the existence of current operating businesses, traffic counts, vacant commercial property, etc. Hooksett should consider six locations for Economic Development Areas (A Map is located in the Appendix) in the following locations:

1. Exit 10
2. Exit 11
3. Hooksett Village Area
4. Route 3 North (Hooksett Road)
5. Route 3 South
6. Route Bypass 28

These areas have been created to simplify referencing areas that include land available for conservation as well as for residential, commercial and industrial development. These areas can be defined by location, total area in acres, map and lot numbers, zoning type and available utilities. Although this information is not included in this master plan, it is recommended that this information be tracked and managed in a way that is consistent with the vision defined for Hooksett's Economic Development Plan. Particular concern should be placed on the short and long-term impacts to the quality of life of local residents and businesses due to new zoning changes and/or land development.

### A. *Recommendations for Economic Development Areas*

The following recommendations are suggested to promote economic development in Hooksett:

- Characterize each EDA in terms of size, infrastructure, zoning, etc. using a process similar to the one used during the Hooksett Village Design Charrette

process (Chapter 11). This process will help balance the needs of local residents and businesses. In addition, this approach should help assure that any development will be properly planned and as an aggregate, have a positive impact on Hooksett's tax base and the quality of life of its residents.

- Identify resources to create marketing program and proactively seek out businesses consistent with Hooksett's economic development goals
- Implement formal economic development program

## 10. Recommendations

### A. *Educate and Engage Hooksett Citizens/Voters*

In order to increase awareness of major issues impacting the community, the Town Council may want to consider the following initiatives:

Periodic newsletters to registered households:

1. Recommended at least quarterly.
2. Discuss and help educate citizens to the issues that they must vote on.

Annual or Bi-Annual Surveys:

1. Designed and conducted by experienced organizations to help assure accurate results.
2. Utilize mailed hardcopy, telephone, and face-to face interviews as appropriate.

Implement coordinated voter outreach strategy:

1. Media, website, email, other promotions.
2. Monthly forums.
3. Design Charrettes.
4. Investigate the use of public access cable television to broadcast Town Council and Planning Board Meetings to Hooksett residents.

### B. *Encourage Proactive Economic Development*

Encourage and partner with CEDCOH (Community Economic Development Corporation of Hooksett) while enhancing the town's economic development capabilities, which would:

1. Act as the “glue” that holds the town’s economic activities together.
2. Promote fast and responsive town government
  - a. Address needs of existing businesses... Existing businesses provide the majority of jobs in the community... A formal commitment to support the needs of existing businesses is essential for a successful economic development plan
  - b. Proactively seek out new commercial entities
    - i. Focus on commercial entities listed in Appendix B
    - ii. Economic Development Areas (EDA) strategy
    - iii. Inventory EDA’s property and aggressively market them.
3. Assist with the Town and CEDCOH in seeking out private and public capital sources to accomplish projects in Hooksett consistent with the economic development goals of the town.
4. Consider creating an economic development staff position that would be responsible to attend all appropriate town council, planning board, CIP meetings, etc., regional meetings with groups such as the Department of Resources and Economic Development (DRED) and other town organizations and institutions (UNH, SNHU, etc.)
5. Enhance Hooksett’s relationship with Greater Manchester Area Chamber of Commerce, NH-DRED, and other area resources.

*C. Initiate Commercial/Industrial Development Initiatives*

Evaluate and promote appropriate zoning ordinance revisions

1. Linkage fees<sup>4</sup> to help promote commercial community development:
  - a. Charge residential developers fees that are solely for the purpose of encouraging commercial development.
  - b. Promote cluster zoning as an incentive for infrastructure improvements.
2. Infrastructure improvements:
  - a. Provide sewer on Route 3-A to I93 Exits 10 and 11
  - b. Build a connector road: Route 3 to Main Street.
  - c. Plan for a Route 3 alternate route – focus on the Southern Leg the Parkway to relieve traffic congestion.
  - d. Identify sources of funding to bring about needed infrastructure.
  - e. Tax Increment Financing can be used for development in appropriate cases.

<sup>4</sup> Linkage Fees: The requirement by local governments that developers provide low and moderate income housing, day care, or social activity centers or funds to provide such housing or services, in relation to the demand created by their development.

- f. Explore the use of private monies, state and federal sources and grant monies.

*D. Promote Housing Initiatives*

Evaluate and promote housing initiatives consistent with Hooksett's economic development goals and improve the quality of life of Hooksett's citizens.





# 8. CONSERVATION & NATURAL RESOURCES

## 1. Mission Statement

To identify Hooksett's major natural resources, establish conservation and preservation priorities and recommend an action plan to accomplish these priorities.

## 2. Introduction

As in the 19th Century when development in this country followed the spines of our growing network of railroads, so in the 20th Century has economic and residential growth followed the skeletons of our highway systems.

Construction of the interstate highway system and related limited-access highways in the second half of the 20th Century further concentrated development along corridors on either side of those highways.

In central New Hampshire, this has meant that development has proceeded from our southern boundary with Massachusetts northward along corridors on either side of Interstate 93 and the Everett Turnpike to Manchester. Those two major highways come to a confluence with New Hampshire Route 101 in Hooksett, the apex of the so-called golden triangle in south central New Hampshire.

As a result of these trends, a significant amount of open space has been lost in Hooksett through both residential and commercial development since our last master plan. Virtually all existing road and river frontage is already developed and, if anything, that development is likely to accelerate rather than abate in the foreseeable future.

Despite this recent surge in development, however, Hooksett still has a considerable amount of undeveloped open space. Much of it intact, unfragmented and adjacent to large bodies of protected publicly and privately owned land.

Running north to south and basically dividing the town in half, the Merrimack River remains a vital and valuable natural resource to the town. Due to the Amoskeag Dam, the Hooksett Dam and the Garvin Falls Dam, the entire stretch of River in Hooksett is navigable and is available for both active and passive recreational uses, including swimming, boating, canoeing, and rowing.



### 3. Identification Of Major Natural Resources

#### A. *Open Space*

One of the major goals of the Society for the Protection of New Hampshire's Forests in the next decade is to preserve existing, unfragmented open space. The Objective is to retain and enlarge substantial masses of open space that have not been developed, either linearly or in clusters. Under its program of New Hampshire Everlasting, the Forest Society recommends that New Hampshire towns and cities, where possible, target as a goal 25% of their total land area as open space.

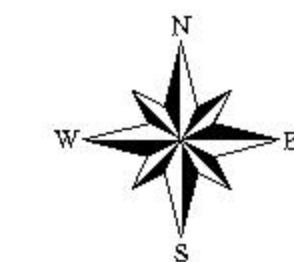
An inventory of current land use in Hooksett indicates that of the 23,232 acres comprising the town, 2,964 acres, or approximately 12 percent are currently protected. (Map 8-1) Almost all of this acreage is conserved through fee simple ownership of the land. In addition, as of 2003, another 4,381 acres, or 18 percent of the town's landmass, was held in Current Use (Map 8-2). Thus, at a minimum, over 30% of Hooksett's land mass remains open and undeveloped. It should be noted that this figure does not include hundreds if not thousands of additional acres which remain undeveloped but which are not either in current use or expressly protected by public ownership. In addition, Current Use property does not guarantee permanent protection from development. Among the property thus protected are a number of parcels on which the town of Hooksett has received conservation easements. These parcels, while not contiguous to each other, total several hundred acres.

Much of this open space is located in large, relatively unfragmented blocks of land. The largest area is located in the northeast quadrant of the town both north and south of New Hampshire Route 27 as well as east and west of the Chester Turnpike north of Route 27. Much of the existing open space in these areas is owned by two public entities. The State of New Hampshire owns large tracts in the extreme northeastern area as part of Bear Brook State Park. This land runs from the Allenstown border southerly and southwesterly to approximately 1.5 miles from Rowe's Corner. The other major block of contiguous, open space in this part of town is owned by the Manchester Water Works and exists for the purpose of protecting the watershed of Lake Massabesic, the primary drinking water supply for the City of Manchester. Water Works property runs from the southeastern edge of town to Route 27 and continues north of Route 27 in several contiguous but somewhat fragmented parcels which abut the boundary of Bear Brook State Park. In addition to these tracts of publicly owned land, an additional tract of public land is owned by the town of Hooksett immediately west of and adjacent to the Manchester Water Works south of Route 27. Dividing these parcels north to south is Dube's Pond and the land surrounding the pond to the east, north, and west. The Pond perimeter itself is subject to a conservation easement to a width of 30 feet around the entire pond.

The Water Works property north of Route 27 includes protection of Clay Pond, which is tributary of Dube's Pond and, ultimately, Lake Massabesic.



# Town of Hooksett New Hampshire *Potential Areas for Open Space Protection*

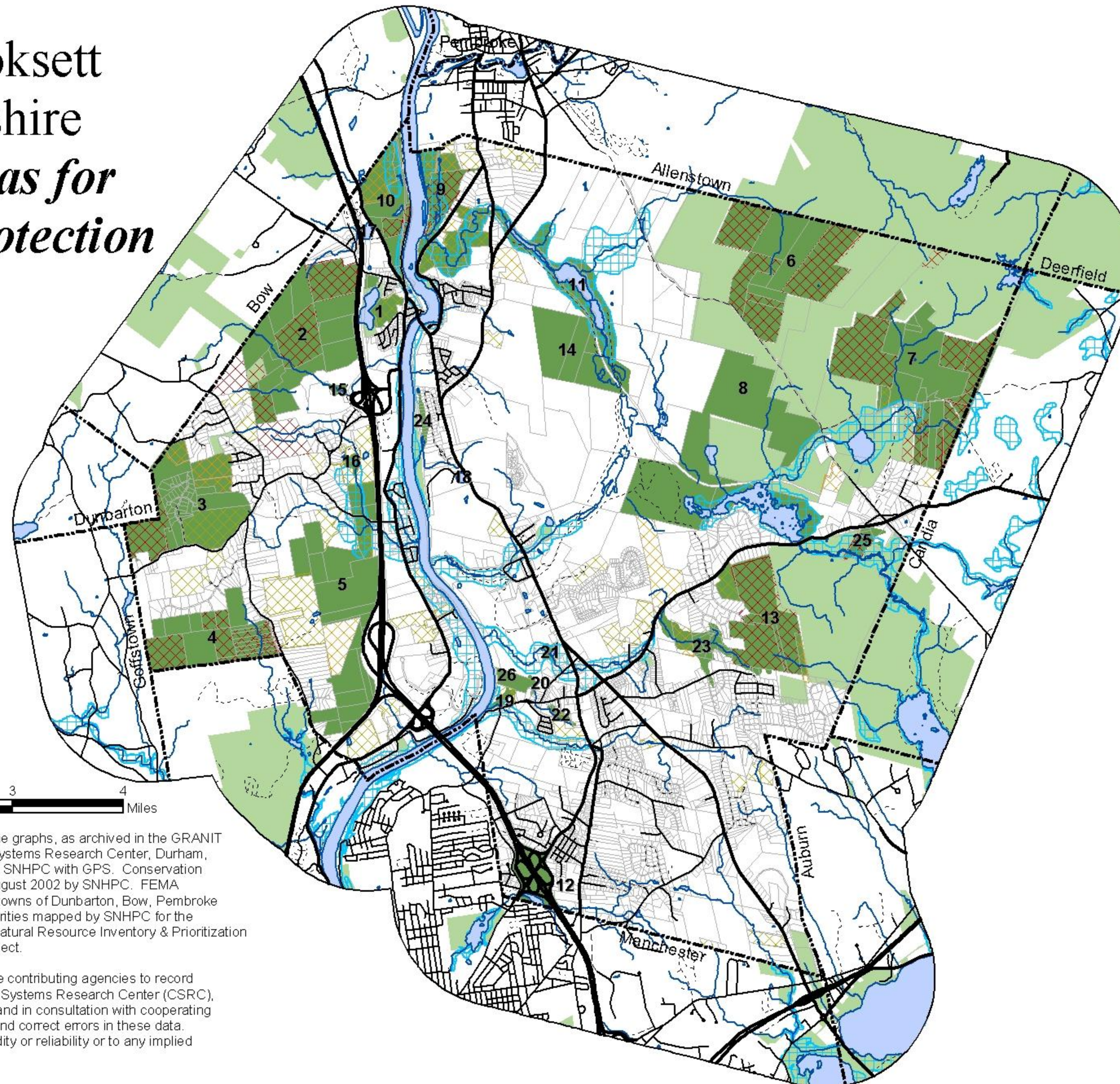


0 0.5 1 2 3 4 Miles

Base features are from USGS 1:24000 scale digital line graphs, as archived in the GRANIT database. All base features distributed by Complex Systems Research Center, Durham, NH. Road features are from NH DOT and updated by SNHPC with GPS. Conservation Lands last updated in 2003. Tax Map last updated August 2002 by SNHPC. FEMA Floodplain information is currently unavailable for the towns of Dunbarton, Bow, Pembroke and Allenstown. 2004 Local Resource Protection Priorities mapped by SNHPC for the NH DES. Current Use data from "Town of Hooksett Natural Resource Inventory & Prioritization of Current Use Lands," 2003 UNH NR 775 Senior Project.

"Digital data in NH GRANIT represent the efforts of the contributing agencies to record information from the cited source materials. Complex Systems Research Center (CSRC), under contract to the Office of State Planning (OSP), and in consultation with cooperating agencies, maintains a continuing program to identify and correct errors in these data. Neither OSP nor CSRC make any claim as to the validity or reliability or to any implied uses of these data."

Map produced March 2004, SNHPC.



## Legend

- Political Boundaries
- State Road
- Local Road
- Unmaintained Roads
- ..... Private Road
- Water Courses
- Intermittent Streams
- Water Bodies
- Flood Hazard Areas
- Tax Map Parcels
- Conservation Land
- 2004 Natural Local Resource Protection Priorities
- Current Use Parcels Ranked by Protection Priority
- High Priority
- Medium Priority
- Low Priority





In addition to this publicly-owned land, there are substantial tracts of privately owned land in the extreme northeast area of Hooksett which, when combined with the State and Water Works land, constitutes approximately 6 square miles of consolidated, unfragmented, and undeveloped land.

To the immediate west of these protected parcels north of Route 27 are a number of additional parcels of contiguous, consolidated open space owned by a single taxpayer, Manchester Sand and Gravel. All of these parcels in the northeast quadrant of Hooksett combined represent more than 9 square miles of contiguous, unfragmented, consolidated open space. Furthermore, this land mass is merely the southwesterly tip of Bear Brook State Park which, in itself, contains over 10,000 acres of undeveloped, open space.

Finally, and equally significantly, this area of Hooksett would represent the westerly most extension of a current public-private partnership to establish probably the largest, contiguous unfragmented block of open space in southern New Hampshire extending from Pawtuckaway State Park in Nottingham through Bear Brook State Park into Hooksett. This project, known as the Bear-Paw Regional Greenways, has already added more than 1,300 acres in the targeted area between the two state parks to preserve open space.

The second large area of contiguous, unfragmented open space in Hooksett is in the northwest quadrant of the town generally bounded by Pine Street on the north, Interstate 93 on the east, and Hackett Hill and South Bow Roads on the south. This open space commends itself for consideration for future preservation because it abuts in part 761 acres of consolidated open space known as Nottingcook Forest, which was conserved by the town of Bow through a purchase in 1999 for 1.9 million dollars.

The remaining two areas of the last essentially consolidated open space also exist west of I-93. The first one is located south of South Bow Road and west of Hackett Hill Road and north of Old Goffstown Road. This area includes town-owned Quimby Mountain, land which abuts the highest elevation in the town of Hooksett.

The remaining significant parcel of consolidated, undeveloped land in Hooksett is an island within the bounds of Hackett Hill Road and Cross Road. As with the other tracts of consolidated open space in town, this land is currently owned by a combination of private property owners and the State of New Hampshire.

Note: The Hooksett Open Space Plan, prepared by Southern New Hampshire Planning Commission, 2004, is incorporated herein as part of this Master Plan.

#### *B. Merrimack River*

As a result of the river cleaning itself over the last 3 decades, virtually all of the land bordering the river has been developed along the Merrimack River. The only remaining tracts of any significant size that have not yet been developed, or are not currently being

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## Conservation & Natural Resources

used for other uses are several tracts of land north of the Hooksett dam on the easterly side of the river extending from the Hooksett District Court to the Allenstown border, and in the southerly area of town. The southerly land however is owned for the most part by Manchester Sand & Gravel and is slated for eventual development. Only small tracts of undeveloped land along the westerly side of the river remain in the extreme southerly end of town.

### *C. Unique Natural Features*

Hooksett continues to have substantial bodies of unfragmented, open space, and is fortunate to have several rare, endangered or threatened natural communities and plant and animal species within the Town limits (NH Natural Heritage Inventory, February 2002). Also, through NH's Regional Environmental Planning Program, Hooksett identified its 21 Prime Wetlands as a priority for natural resource protection (NHREPP, Natural and Cultural Resources Inventory, Southern NH Planning Commission, June 1999). Nevertheless, three natural features in particular set themselves apart for special attention.

The first is the Pinnacle, a rock outcropping with an elevation of 450 in the Village area; it first acquired prominence in the writings of Henry David Thoreau, when Thoreau spent a week in the general vicinity of the Pinnacle traversing and writing about the Merrimack River and its valley.

The second prominent natural feature in town is Quimby Mountain, the highest elevation in Hooksett at an elevation of 902 feet; which is the peak of Hackett Hill on the extreme western boundary of the town adjacent to Dunbarton town boundary.

The third prominent natural feature is the Community's prime wetlands. The Town's twenty-one Prime Wetlands are protected via a Wetlands Conservation Overlay District (in the Hooksett Zoning Ordinance). As of this writing a majority of the Prime Wetlands are inaccessible to the Town's residents.

### *D. Natural Resource Inventory & Prioritization of Current Use Lands*

In the fall of 2003, students from the Natural Resource Department at the University of New Hampshire completed a project that identified priority lands for conservation efforts. Areas containing forests, wetlands, surface & groundwater and wildlife were reviewed. A series of resources maps and tables were included in this study effort. This document will assist the community in focusing limited conservation funds to high priority lands.

This report is considered an addendum to the Conservation and Natural Resource Chapter of the Master Plan and copies are available in the Community Development Department of Town Hall.

#### 4. Major Natural Resource Recommendations

The Town of Hooksett and its citizens must decide how and to what extent they wish to preserve existing natural resources so that they will be available not only to this generation but to future generations. To assist in this discussion, there are a number of specific projects which have been identified within the town which would promote the preservation of one or more of our remaining natural resources. These are listed below in no particular order or priority.

*A. Preserve and/or expand undeveloped open space in the northeast quadrant*

As stated above, Hooksett continues to have an abundance of existing, unfragmented open space, particularly in the northeast and westerly parts of the town. However, that open space has been increasingly lost to development and the rate at which open space is being developed is rapidly accelerating. The speed with which it may disappear is evidenced by the experience of the town of Londonderry south of Manchester. In the last 15 years, Londonderry has seen all but two relatively small blocks of its preexisting open space disappear through residential, commercial and industrial development.

There is a vast tract of consolidated, undeveloped, mostly unfragmented open space in the northeast quadrant of Hooksett measuring approximately 6.4 square miles in size. This area is divided almost equally among parcels already protected and conserved under ownership of the State of New Hampshire (Bear Brook State Park and the Manchester Water Works), and parcels currently held in private hands. One important potential project that the people of Hooksett should consider is preserving this mostly unfragmented open space in as much of its current shape and size as is desirable.

As noted above, preserving this open space would substantially enlarge this unfragmented, consolidated area into a much larger area. If the Bear-Paw Initiative were successful, it would be part of an unbroken, undeveloped block of open space extending from Pawtuckaway State Park in the east, west to Bear Brook State Park, and then south toward Massabesic Lake. As such, it would undoubtedly be the largest such tract in southeastern New Hampshire and would provide a tremendous resource for continuing natural habitat, active and passive recreational uses, and even timber harvesting if that were determined to be appropriate. This project commends itself simply because of the sheer size and diversity of natural features, which would be protected and encompassed within its borders.

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## Conservation & Natural Resources

### *B. Retain, expand, and/or preserve open space in the northwest quadrant*

The second block of unfragmented, undeveloped property in Hooksett, which merits consideration, is the block of undeveloped woodland in the northwest quadrant of the town west of I-93, north of Hackett Hill and South Bow Roads, and south of Pine Street. Because this land is contiguous to a tract of 761 acres across the border in Bow which was acquired by that town and preserved in its natural state in 1998, preservation of this existing undeveloped land would create an unfragmented block of natural woodland of more than 1200 acres.

### *C. Preserve and/or enlarge the Pinnacle*

The rocky promontory rising over the Village known as the Pinnacle is currently in private hands. It abuts the Pinnacle Pond, which is a publicly owned body of water to the west, and the pond, in turn, is connected to an area of approximately 40 acres southwards, which remains in its natural state. This area also contains two wells provide drinking water to the Village Water Precinct system.

The town should give serious consideration to working with the current owners of the Pinnacle to preserve it in its current, natural state and ensure its continued availability to future generations for hiking and viewing. The Town may also wish to consider consolidating the Pinnacle with the pond and the contiguous southerly tract into a single, larger recreational parcel serving the village area of Hooksett.

### *D. Quimby Mountain*

Quimby Mountain is the height of Hackett Hill in the southwestern area of Hooksett north of Old Goffstown Road and south of South Bow Road. The tract, which is a part of this promontory, is owned by the Town. Strong consideration should be given to preserving this tract for both passive and active recreational uses in the future as well as possibly expanding or retaining and preserving current natural forested areas around the Quimby Mountain tract to expand this area into a much larger area available for multiple public uses.

### *E. Expand Merrimack River Access*

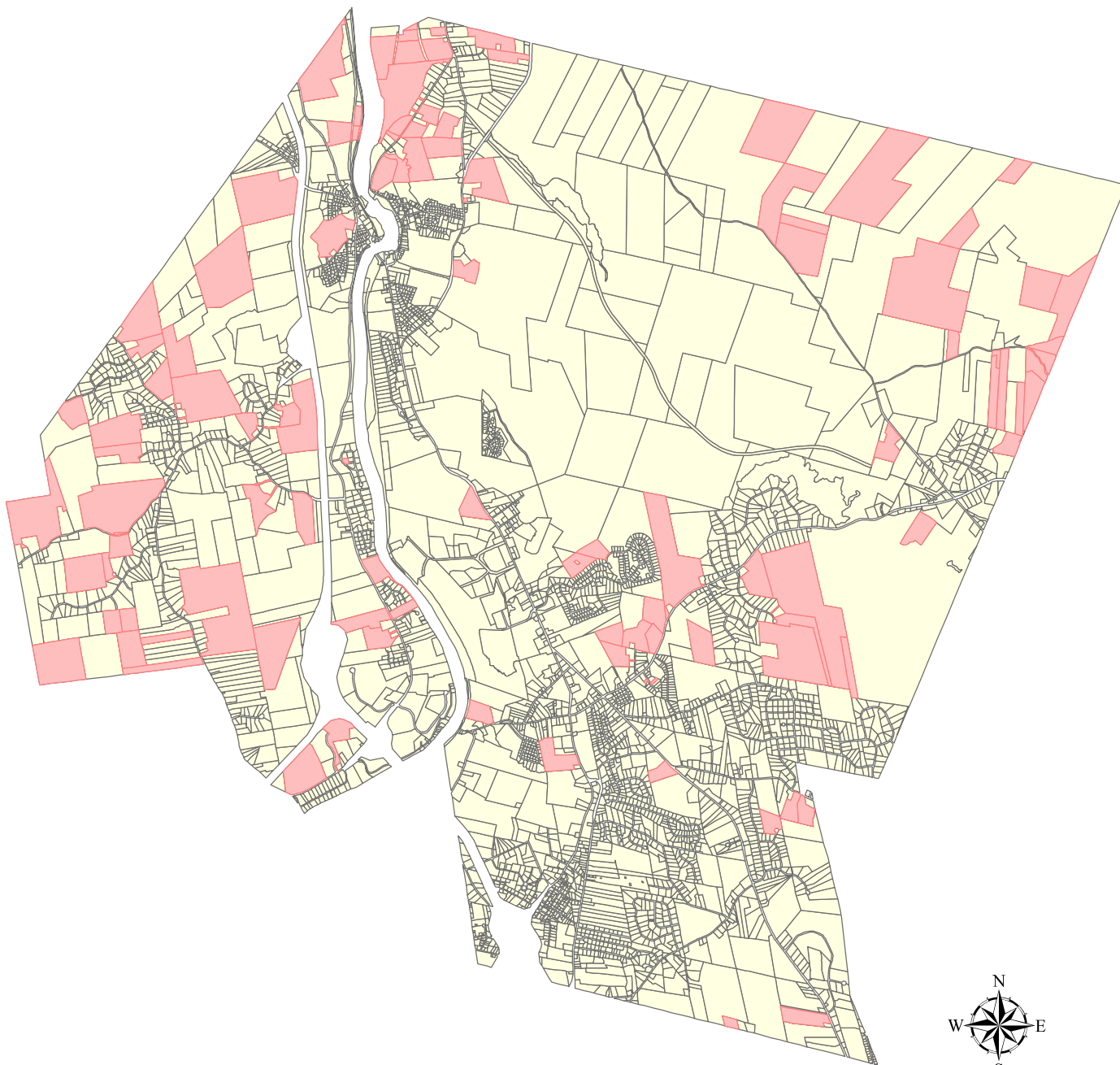
The popularity of Lambert Park and Riverside Park just below the Hooksett dam in the Village area during the summer months is testimony to the importance of the Merrimack River as a valuable natural resource to the Town of Hooksett. The popularity of these Parks and the boat ramp indicate that additional river access should be obtained for general and diverse public use. In that regard, the town should consider access on the Merrimack River both in the stretch of river that runs through most of Hooksett above the Amoskeag Dam as well as that part of the river flowing through Hooksett above the Hooksett Dam.

In the Amoskeag Dam section, serious consideration should be given to obtaining or providing additional access to the river in the southern part of town. This would most



## Town of Hooksett Master Plan

### Current Use Land



0 3,000 6,000 12,000  
Feet

1 inch equals 6,000 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

March 2004

Source:  
Ingred Nugent - UNH Senior Project



readily be accomplished on the western side of the river because of the railroad tracks. Access here should be for multiple uses including both boating and swimming. One parcel of land immediately north of Goonan Road is already publicly owned by the NH Fish & Game and could be used for one or more of the aforesaid purposes. An additional tract of land bordering on the river is located just north of the public property and just immediately south of the 1-93 bridges across the river. This includes a very flat area, which could be inexpensively developed for either recreational or parking uses, and would provide access to the river through a very gradual descent as the riverbank in this area is only a few feet above water level.

In addition, serious thought should be given to gaining access and preserving river frontage for public use above the Hooksett Dam. The entire extent of the Merrimack River frontage between the Hooksett District Court and the Allenstown town line is undeveloped. Some of this frontage would provide an ideal location for a multifunctional recreational area very much like the riverside park in Pembroke several miles upstream. This stretch of the river north of the Hooksett Dam is much less congested and much less intensively used than the stretch south of the Hooksett Dam. As such, this area would provide a particularly appropriate location for more passive uses such as swimming, canoeing and rowing. It should be noted that the Amoskeag Rowing Club already has a ramp just north of the Hooksett District Court, which it uses for rowing during the summer months.

#### *F. Trail Systems*

A public-private initiative is currently active in acquiring the necessary right-of-ways to develop and open the Hooksett section of the Heritage Trail along the Merrimack River. This would include tracks on both the east side of the river south of the Village and on the west side of the river north of the Village. One possibility to connect these two segments of the trail is to rejuvenate the Lilac Bridge, which is currently closed to both vehicular and pedestrian traffic in the Village. Development of the Heritage Trail would enhance the utility and beauty of the Merrimack River and make the river and its environs significantly more accessible to more members of the public.

In addition, conservation of our natural resources should also be perceived to include conservation of trails and tracks throughout Hooksett to enable citizens to safely travel through the Town both by bike and on foot. In a broad sense, conservation should be considered to extend to and include conservation of pathways parallel with or striking out from streets and highways in order to give the public greater access to conservation areas, including small, fragmented but naturally retained and preserved tracts throughout Town.

#### *G. Preserve and Provide Access to Prime Wetlands*

The Town's Prime Wetlands (noted on Map 8 - 3) are afforded a higher level of protection via the Town's wetland overlay district and State wetland rules; however, a concerted effort has not been made to permanently protect or provide access to these biologically diverse resources. Protection of Prime Wetlands through conservation

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## Conservation & Natural Resources

easements or other land protection measures, can serve to protect the water quality, water quantity, ecological integrity, and provide access for passive recreational opportunities.

### *H. Preserve and Provide access to the lower section of Browns Brook*

The lower section of the Brown's Brook watershed is mainly undevelopable, but also inaccessible to the general public. However, certain tracts of shoreland are developable and threaten this unique, undisturbed, ecologically active waterbody. Due to its location, this corridor provides an opportunity to act as a passive recreation connector. As there is the potential to link this property with the potential Head's Pond recreation areas, as well as the Merrimack River frontage north of the Hooksett Dam.

### *I. NPDES – MS4 – Compliance*

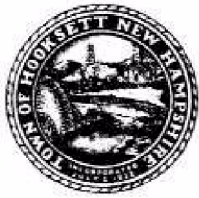
In 2003, the federal government required operators of certain small storm sewer systems (MS4's) to obtain a National Pollution Discharge Elimination System (NPDES) permit. This permit is required because their stormwater discharges were considered "point sources" of pollution. The Town of Hooksett falls into the small MS4 category. All operators of MS4's must design a storm water management program to satisfy applicable Clean Water Act (CWA) water quality requirements and technology standards. The program must include the development and implementation of best management practices (BMP's) and measurable goals for the following six minimum control measures, including evaluation and reporting efforts:

- Public Education and Outreach on Stormwater Impacts
- Public Participation/Involvement
- Illicit Discharge Detection and Elimination
- Construction Site Runoff Control
- Post-Construction Runoff Control
- Pollution Prevention/Good Housekeeping

The Town of Hooksett has submitted their Notice Of Intent (NOI) and Stormwater Management Program and has obligated to fulfill the requirements of the permit over the next five years. Each of the above-listed minimum control measures has measurable goals that range from updating and revising regulations, developing new policies and educating the public to mapping the location of the Town's stormwater system and establishing a Global Positioning System (GPS) location for each.

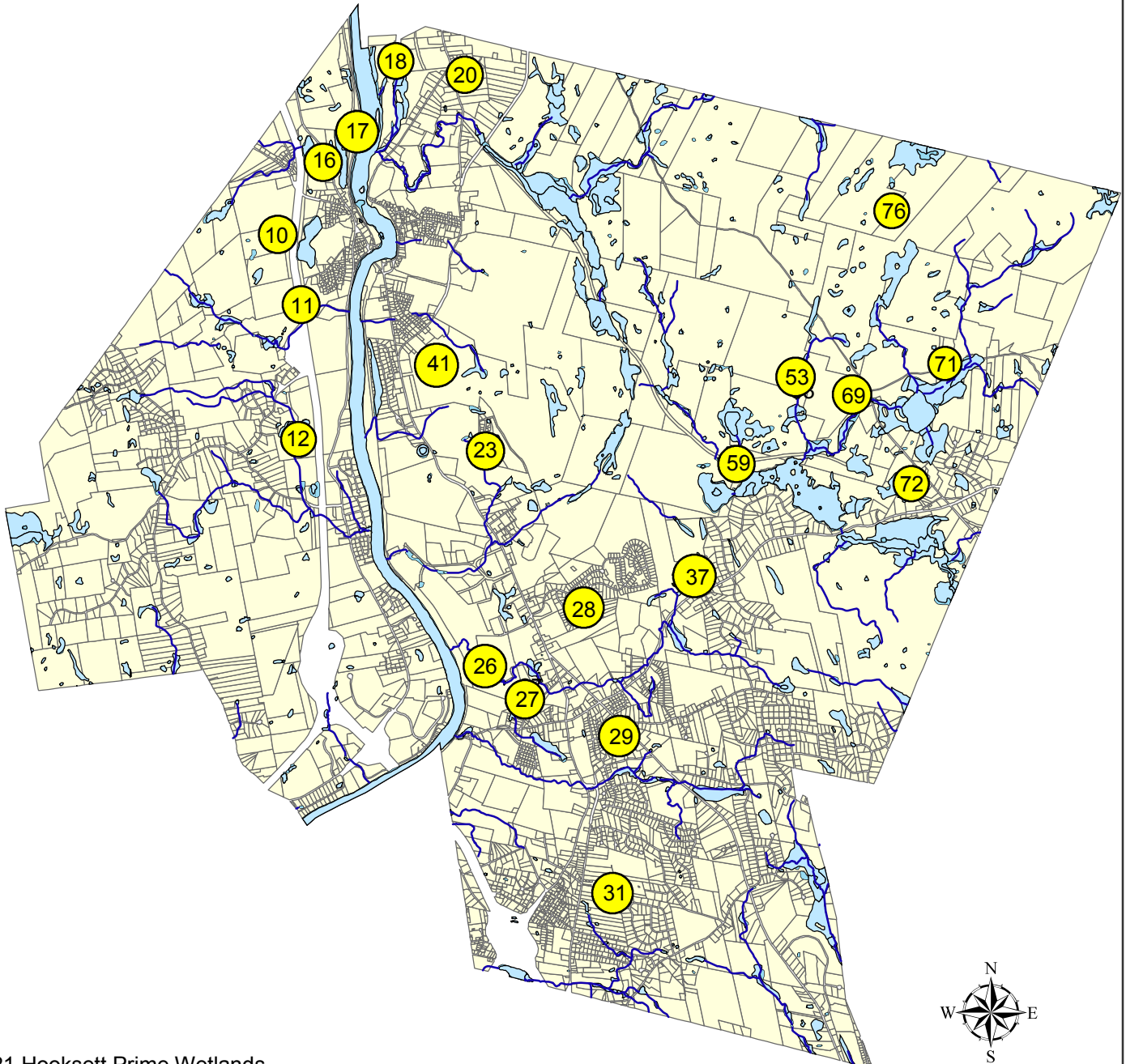
## 5. Implementation

The following suggestions are made for the implementation of a sound conservation plan for Hooksett:



# Town of Hooksett Master Plan

## Prime Wetlands



21 Hooksett Prime Wetlands  
Designated in the Hooksett Zoning Ordinance and  
described in the Hooksett Wetlands Inventory Map, dated January 1993

0 3,000 6,000 12,000  
Feet

Source:  
Hooksett Wetland Inventory Map

1 inch equals 6,000 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

March 2004

*A. Continue to map and identify land presently held in current use*

Each parcel of land presently held in current use has been identified by location and owner and mapped accordingly. This information should be updated annually. The Town should strongly consider contacting the present landowners in an effort to either acquire the land outright or, more likely, propose that conservation easements be granted to the Town to protect the property from future development. The concept of conservation easements would provide the town with open, available land and the property owner with favorable tax consequences, while keeping the property on the Town's tax roles.

*B. Identify specific wildlife habitat*

Numerous and various types of wildlife live and have been identified in Hooksett including beaver, turkey, fox, bear and moose. It is crucial to the survival of these and other animals that large tracts of unbroken land are kept in their natural state and protected from development. The existence of this wildlife enriches the quality of life in Hooksett and helps to maintain what is left of its rural quality. It is suggested that wildlife habitats be identified within the Town. A natural resource inventory was completed in the fall of 2003 by UNH, which identified general habitat areas within the community.

*C. Develop a comprehensive open space priorities plan*

Southern New Hampshire Planning Commission recently completed a comprehensive open space priority plan. This plan has been adopted by the Planning Board and should be periodically updated. The planning board should be encouraged to continue its current practice of aggregating open space from adjacent developments into single, larger contiguous tracts. Developers should be encouraged to prefer cluster developments over traditional subdivisions which consume large tracts of open land. They would also be encouraged to incorporate walking and bike paths into new development so that residents are able to more easily access the open space. Finally, efforts should be made to obtain conservation easements or similar protective mechanisms from landowners of large undeveloped parcels of land.

*D. Alternative funding sources should be considered*

Public Service of New Hampshire (PSNH) is currently seeking the relicensing of the Hooksett hydropower facility. As part of the relicensing process, issues such as recreation, river access, and land protection priorities are assessed and often improved as a condition of the Federal Energy Resource Council (FERC) license. This may be a means of protecting the two prime wetlands immediately upstream of the dam, as well as protecting the shoreland northeast of the dam. If land or access were improved as part of the relicensing, there would be no monetary cost to the Town. The Conservation Commission has requested PSNH to review the opportunities for acquiring additional open space.

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## Conservation & Natural Resources

A second means of protecting large parcels of undeveloped land at virtually no cost to the Town is to identify those parcels held in current use and approach each landowner with the prospect of him/her granting to the Town a conservation easement across the land. The benefit of such easement to the landowner lies in the tax consequences.

A third option would be a Capital Improvement Plan line item or annual warrant article in the town budget devoted exclusively to acquiring conservation easements and/or other means of protecting and preserving undeveloped land. An annual CIP budget line item or warrant article would enable the Town to assemble a significant amount of funds over time without an impact upon the local tax rate in any given year.

Voters have agreed to increase of the percentage of the Land Use Change Tax from 50% to 100%. This will only enable the Town to protect approximately 1 acre for every 10 acres taken out of Current Use, however, it will be another funding source for land protection efforts.

Another potential funding source of revenue is the use of impact fees. While impact fees cannot be used to purchase open space, if the impact fee ordinance can be written so that the developer can donate land instead of paying cash, when funding is difficult to coordinate and raise, this would be a useful option.

Finally, a town bond to fund conservation land acquisition should be considered. In just 2000 and 2001 alone, ten towns in New Hampshire enacted bond issues for land conservation in excess of one million dollars, including Bow, which purchased 761 acres for \$1.9 million. Chester was also included in this group, approving a three million dollar bond for the purchase of conservation land. The outright purchase of remaining open, undeveloped land within towns appears to be a growing trend as residents realize the value of quality of life that is lost with excessive development. It is strongly recommended that Hooksett also explore the use of such bonds.

### *E. Develop a Municipal Open Space Trail System Plan*

This plan would serve to link the existing formal and informal trail networks through the Town, as well as propose new trail and recreational opportunities. This plan would compliment and enhance an Open Space Priorities Plan, as it would develop means to ensure connectivity, access, and passive recreational use of the properties identified in the Open Space study.

More importantly, the Towns of Pembroke and Bow have each already developed a Municipal Open Space Trail System Plan. This creates the potential for a multi-town trail system, which would only increase the value, access, appropriate, and appreciation of Hooksett's resources.



#### *F. Create a Local Water Resources Management and Protection Plan*

This plan should highlight sensitive natural areas that need to be protected, and it should note potential pollution sources that could harm these areas; wellhead protection strategies should be a part of this plan. It is recommended that the Town produce this plan as a separate document to be incorporated later as a part of the Hooksett Master Plan.

## **6. Conclusion**

The Planning Board firmly believes that conservation of our natural resources is not an end in itself, but rather a means to make those resources available not only to the present, but future generations. Critical here is the concept of "use". Preserved areas are to be available for appropriate use and enjoyment of citizens of Hooksett. This would include not only passive uses, such as nature trails and unspoiled, natural bodies of water, but also active recreational uses such as boat ramps, swimming areas, playing fields, etc. It is essential that both passive and active uses be melded together to achieve a balance in the future. It is also essential that the community place as much importance on passive recreation uses as it does on active recreational uses. The Planning Board also firmly believes that in order for Hooksett to thrive as a growing community - a place attractive to families and businesses - there must be natural resources and open land readily available for appropriate use and enjoyment.

#### Bond Issues to Fund Conservation Land Acquisitions In 2000 and 2001

Twelve southern NH towns have enacted bond for the following amounts:

Stratham	\$5,000,000
Merrimack	\$4,200,000
North Hampton	\$4,000,000
Hollis	\$3,500,000
Chester	\$3,000,000
Bedford	\$3,000,000
Newfields	\$2,000,000
Newmarket	\$2,000,000
Bow	\$1,900,000
Brookline	\$1,000,000
Londonderry	\$1,000,000
Amherst	\$ 842,000





# 9. RECREATION

Recreation in Hooksett spans a broad spectrum, encompassing passive recreation areas and activities as well as active recreation areas and facilities. Certain aspects of passive recreation have been addressed in the Conservation chapter of the Master Plan.

## 1. Existing Facilities and Services

There are about forty-seven (47) acres of Town-owned park and recreation facilities (see Map 9-1). These include: Donati Park—twenty-eight (28) acres (the parcel with the football field/softball and baseball fields is state-owned and leased to the Town); Fraser Park—three (3) acres; Riverside Park—ten (10) acres; Peter Brook Park—six (6) acres. These four parks combined include two outdoor basketball courts, four tennis courts, four baseball fields and a batting cage, one softball field, three soccer fields, one football field, a single 1/6<sup>th</sup> mile running track, three playgrounds, one picnic area with tables, one boat launch, one outdoor ice/rollerblade rink, and two clubhouses. These facilities are owned and operated by the Town and all four are considered active recreation areas. At these facilities, there are no indoor basketball courts, and no area for public swimming. A skateboard park has recently been built on Legends Drive across from the Safety Center. Now that the Town has use of the former Village School, those facilities, including a gym and ball fields, are available for public use.

The Hooksett School District (SAU #15) and the Parks and Recreation Department maintain the active recreation facilities at the three school sites—Underhill, Memorial, and Cawley—comprising a combined total of approximately fourteen (14) acres. Since May 2004, the Town has taken over the responsibilities of the active recreational facilities at the former Village School. All of these school facilities include two full- and two half-sized indoor gymnasiums, one outdoor basketball court, one full- and two half-sized indoor basketball courts, one baseball field, one softball field, two soccer fields, and one playground.

There are another five (5) acres of Town-owned land at Lambert Park. The Town of Hooksett has provided an easement to the State for a state-developed boat ramp; this is also a picnic area. A state historic marker identifies this area as an historic location of the NH Canal Transportation System. In addition, the Town owns Jacobs Square, a one-acre war memorial also known as Veterans Park. These facilities are owned and maintained by the Town and both are considered passive recreation areas.

### A. *Donati Park*

The Parks and Recreation Department's cornerstone facility continues to be the 28-acre Donati Field area (the southern half of the park is owned by the State of New Hampshire

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## Recreation

Department of Transportation with a 99-year lease). Located just off Route 3 (Hooksett Road) on Main Street in The Village, the park (along with the former Village School facilities) provides the majority of the Town's athletic fields and facilities. The soccer/football field and the baseball field are lighted for night use, and the park includes the "Kids Kaboose", the playground of choice in town. However, this playground is dated, does not meet current code, and is not fully handicapped accessible. Steps are being taken to bring this playground up to code standards. The Donati Field is considered to be essentially built-out at this point. Overuse has also placed maintenance and scheduling strains on many of the fields.

### *B. Fraser Park*

This is the smallest residential park—approximately three (3) acres on K Avenue in the southern part of town. It has a basketball court, two tennis courts, and a small playground. These facilities are not lighted. There is currently no room to expand the size or number of facilities in this park, except for additional playground equipment. Parking is limited.

### *C. Riverside Park*

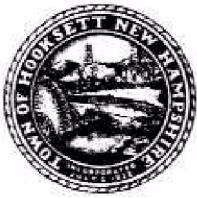
Riverside Park is a long, narrow, approximately 10-acre site on Merrimack Street just north of the PSNH power plant on the grounds of town-owned property leased to the Merrimack District Court. The south end of the property features an undeveloped overlook of the Merrimack River—one can view the picturesque island and the old railroad bridge abutments of the former Portsmouth to Concord Railroad, and one can look downstream to the Hooksett Falls dam. This area could be better utilized as a picnic area. The middle portion is grassed with a full view of the river, and has a short path to a sitting area. The northern part of the park is reached by a paved road leading past the ice-rollerblade rink to the boathouse of the Amoskeag Rowing Club, which leases space from the Town to store their sculls. The rowing club and others use the paved boat ramp at this site for recreational pursuits on the river. This facility is minimally developed.

### *D. Peter Brook Park*

Manchester Sand and Gravel Company recently donated this park to the Town of Hooksett. It is a 6-acre site that has been developed into two soccer fields. These fields were opened for play in the fall of 2003.

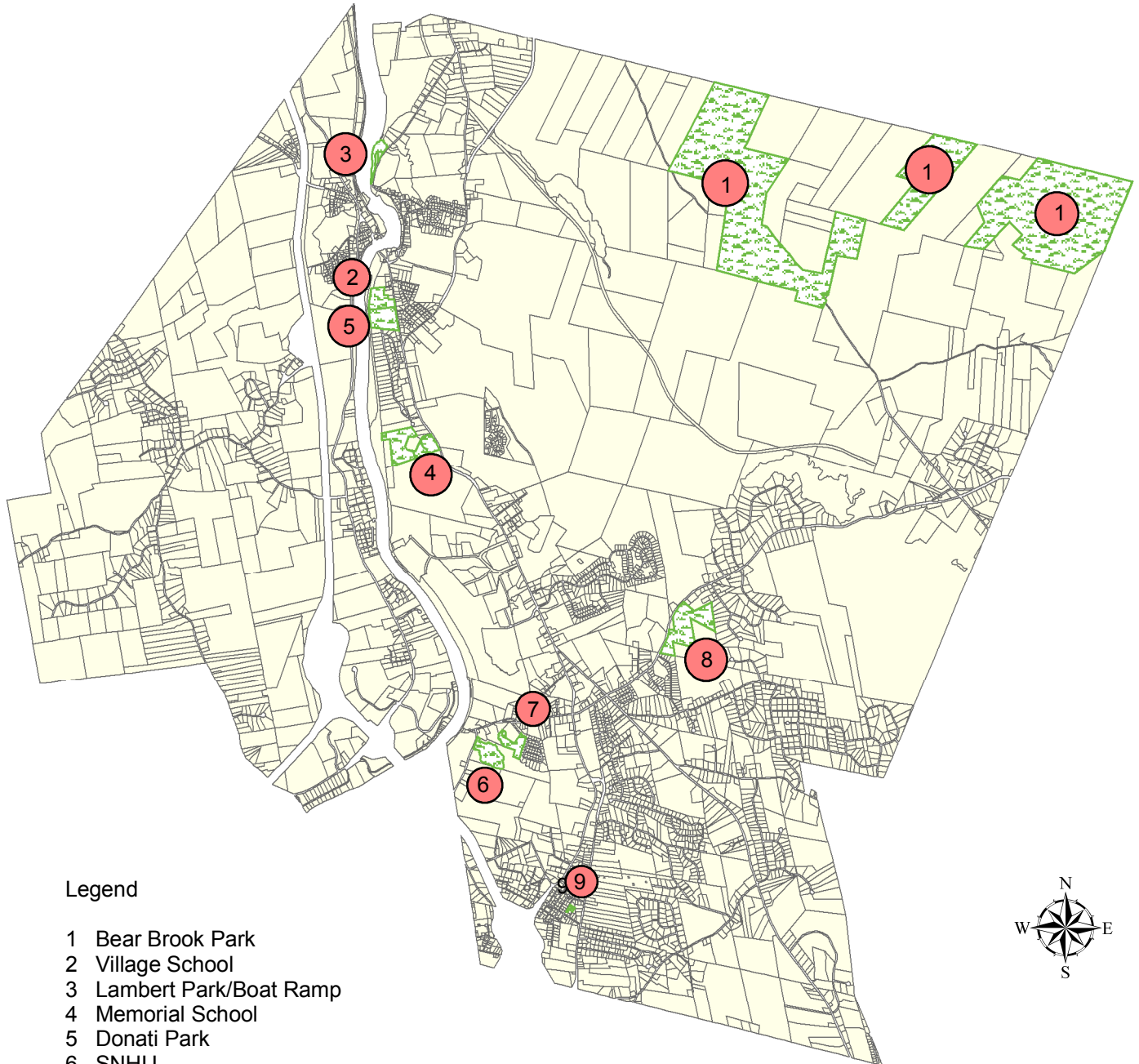
### *E. Bear Brook State Park*

Nearly the entire developed portion of Bear Brook State Park is just north of Hooksett in Allentown, but about 900 acres of the park are located within the northeast corner of



# Town of Hooksett Master Plan

## Public Recreation Land



### Legend

- 1 Bear Brook Park
- 2 Village School
- 3 Lambert Park/Boat Ramp
- 4 Memorial School
- 5 Donati Park
- 6 SNHU
- 7 Underhill School
- 8 Cawley School
- 9 Fraser Park



0 3,000 6,000 12,000 Feet

1 inch equals 6,000 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

March 2004

Source:  
Town of Hooksett

Hooksett. The entrance to the park is in Allenstown off Route 28; there is no legal or authorized access to the park from Hooksett. This regional recreational facility provides a variety of opportunities for outdoor activities.

*F. Hooksett Youth Athletic Association (HYAA)*

Hooksett is fortunate to have an active group of volunteers organized to provide recreational opportunities for its young people, age K-8<sup>th</sup> grade. The HYAA provides year-round recreational sports programs. Sports include: 1) the Pop Warner Football and Cheerleading fall program (regional—for Hooksett, Allenstown, Pembroke, Suncook, and Epsom)—approximately 185 youth annually; 2) a youth soccer program (fall with some spring)—approximately 800 youth annually; 3) Lacrosse in the spring—approximately 75 youth annually; 4) Little League baseball/softball—approximately 400 youth annually; and 5) winter basketball—approximately 460 youth annually.

*G. Commercial Recreation (as of Feb 2004)*

The following commercial recreational facilities currently operate in Hooksett:

<b>Arcade/Game (indoor):</b>	Space Center, 51 Zapora Drive;
<b>Cinemas:</b>	Regal (Hoyt's): 8 movie theaters at Central Park of NH on West River Road (Route 3-A) near Exit 10;
<b>Golf:</b>	Legends Golf and Family Recreation: Miniature Golf, Driving Range, Batting Cages, 18 Legends Drive off Hooksett Road (Route 3); Johnny Nine Iron: indoor golf on Londonderry Turnpike (Route Bypass 28);
<b>Ice Rinks:</b>	Tri-Town Ice Arena, 311 West River Road (Route 3-A): two NHL-sized hockey rinks (85 by 100 feet); Ice Den Arena at 600 Quality Drive; and
<b>Shooting Range:</b>	20 <sup>th</sup> Skeet & Sportsman's Club (skeet/sporting clays), 100 Goffstown Road.

## 2. Impact Fees

The rapid pace of development that Hooksett is currently experiencing has placed a tremendous strain on the programs as well as the facilities and the volunteers that support them. The town recently (Fall 2002) developed an Impact Fee Schedule for recreation. This means that at the time a residential building permit is applied for, the applicant is invoiced for the following fees—to be paid before issuance of the Certificate of Occupancy: \$695 per each single-family detached home; \$567 per each townhouse unit; \$667 per each duplex (two-family) unit; \$579 per each multi-family unit; and \$479 per each manufactured housing unit. These fees may change at the discretion of the Town Council. The fees are utilized for the provision of recreational facilities occasioned by

new growth. The amount of the fee for each use should be considered annually by the Council.

### 3. Recommendations

#### A. *Community Center*

A recent survey of residents supports the need for a community center where recreation programs can be held. Currently there are no organized recreation programs for pre-school age or senior citizens. The former Village School has been transferred to the Town and has sufficient space for the provision of recreational activities. The Town should make the necessary arrangements for the administration of this potential community center.

#### B. *Town Beach*

As part of a pending proposal to be brought before the Planning Board in conjunction with the development of the so-called “Head’s Pond” residential and golf course project, the Manchester Sand and Gravel Company may deed to the Town of Hooksett approximately 145 acres of land in the north central part of Hooksett. This land may include a 30-acre pond and accompanying beach frontage as well as approximately 115 acres of upland forest. This parcel is adjacent to about 70 acres of land that may be dedicated as “conservation” land by the developer of the Southern NH University’s former North Campus site. The Parks and Recreation Department, with advice from the townspeople, should develop a plan for access, parking, club- and/or bathhouse, and related beach facilities; the plan should also contemplate active and passive recreational activities on the upland portion. There are several different types of activities for which this parcel has potential, including but not limited to swimming, fishing, non-motorized boating, picnicking, hiking/nature trails, etc. This facility has the added potential to become tied by a trail system to the statewide Heritage Trail System. Upon accepting the deed to this parcel, the Town of Hooksett will have an opportunity to develop it into an unparalleled asset for the use of Hooksett residents for many generations to come. At the writing of this document, preliminary discussions are taking place related to the development of this area.

#### C. *Heritage Trail*

The Hooksett Heritage Trail Committee was formed originally in about 1990 and a significant amount of work was done to outline the trail; it was designed to begin at the Southern NH University where the northern segment of the trail in the City of Manchester terminates. It is the Committee’s plan to locate the trail on the east side of the Merrimack River, and east of the Boston & Maine Railroad, from Southern NH



University north to Robie's Store in the Village. Robie's Store has been recently designated as a National Historic Register site; this would be one of the many attractions along the trail. It is part of the Heritage Trail Plan to restore the "Lilac Bridge" as a river crossing of the trail over to Veteran's Memorial Park on the west side of the river. From there it would likely proceed north to the boundary of the Town of Bow along the west side of the river. Several spurs are contemplated to extend off the Heritage Trail to points of cultural, historical, and recreational interest. This is an effort on the part of the people of Hooksett to include our 7-mile portion of the 230-mile trail that is planned to eventually run from the Massachusetts border in Salem northward into Canada.

*D. Quimby Mountain Area*

The Town recently acquired ownership of this scenic property—approximately 80 acres of upland along the western boundary near the meeting of Bow and Dunbarton. One of the attributes that makes this land valuable for conservation and/or recreation use is the elevation; the land is adjacent to the highest point in Hooksett, approximately 900 feet in elevation. The Town's Park and Recreation Advisory Committee should develop a plan for the use of this area and present findings to the Town Council.

*E. The Pinnacle*

This unique rock formation is on private land owned by resident Arthur Locke. The area comprises approximately 34 acres and has the potential to provide passive recreation opportunities. The owner has already made provision with the Hooksett Village Water Precinct Commission to preserve the land; this provides an added benefit of keeping the wells at Pinnacle Pond from contamination. The Town of Hooksett should work cooperatively with the owner of the property to provide limited public access for passive recreation.

*F. Bike Lanes*

A trails-bicycle-sidewalk plan should be developed to plan for and provide areas within the community for the installation of marked bike routes (lanes along the highway) to permit citizens and visitors to safely bike, walk, jog, and/or rollerblade for recreation as well as transportation from place to place.

*G. Museums*

Hooksett does not have a museum at present. Robie's Country Store Historic Preservation Corporation is currently working to make a living museum of this unique old country store on the western bank of the Merrimack River in the Village. The store is now listed on the National Register of Historic Places.

### *H. Impact Fees*

The Town should consider developing a list of recreational needs to meet any existing deficiencies. Once any known deficiency is addressed, the impact fee revenue may be expended on those facilities that meet the needs of new residential growth.

### *I. Kids Kaboose*

The Town should insure that the Kids Kaboose recreation area is rebuilt for the use of the children of Hooksett.



# 10. EDUCATION

## 1. Introduction

Providing Hooksett school children with a quality, well-rounded and comprehensive education is one of the most important responsibilities undertaken by our town's residents and should be one of the priorities of any planned and managed community. A quality school system is directly linked to a town's economic strength and land value.

Hooksett is recognized as providing excellent school instruction and programs. This year the opening of the new David R. Cawley Middle School and the renovation of Memorial School (opened in the of fall 2004) have greatly improved our ability to accommodate current and future growth of K-8 students. However, overcrowding prior to 2004 impacted the entire district and forced the school district to provide extra classrooms. Underhill & Village Schools were impacted by the burden of growth in 2003. The overcrowding impacted all programs and the most significant impact has been on special education, foreign language, art and music. Modular classrooms had been used to house ten classrooms before the opening of Cawley School. From 1991-2001, the school facilities have not kept pace with the growing Hooksett enrollments.

Most towns south of Hooksett have experienced significant and rapid growth. Hooksett is projected to grow rapidly given the availability of vacant land. As of fall 2004, approximately 1,500 housing units were in the conceptual phase. It is imperative that the Hooksett Town Council and School Board include future school facilities and land acquisition as a priority in their long range planning process. This chapter update includes short and long-term planning and land acquisition recommendations that will take us past the year 2010. Given the projection that Hooksett will be one of the fastest growing towns, due to its southern location, the expansion of the Manchester Airport and the proposed widening of I-93, it is important to plan ahead in terms of school facilities and build-out needs.

## 2. Hooksett School District Mission Statement

Hooksett School District Mission Statement is:

*"The Hooksett School District is committed to excellence and equity. We believe that all children can learn. Our schools provide a safe, nurturing environment where respect, trust, cooperation, and honesty are revered. We endorse parental involvement and community support and believe these to be vital to our children's education. As a school and community, we encourage learning as a lifelong endeavor. Our ultimate goal is to educate children to become contributing members of society."*

### 3. Overview of the Education System

The Hooksett School District is responsible for K-12 education. Currently, Hooksett provides K-8 in three school facilities in town (Cawley Middle School, Memorial & Underhill Elementary). High School students are tuitioned primarily to Manchester high schools. In keeping with Federal special educational requirements, one half of the Pre-K programs/services are currently outsourced to private childcare centers and through child screening. Kindergarten is a half-day program with 4 classrooms meeting twice per day (8 sections of Kindergarten) currently.

The Hooksett School District provides public education for all children ages 3 to 21 that have been determined to have an educational disability. This student population has increased at a steady rate (average 9.3%) over the past 5 years. It is anticipated that this growth will continue.

Determining the need for school facilities is based on variables that relate to a growing student population and changing educational state and federal requirements such as Special Education Individuals with Disabilities Educational Act (IDEA), and the recently passed “No Child Left Behind” legislation and the programming needs as decided by the Hooksett School Board (5 person, town elected board) based on providing continued quality education and current maximum class size ratios.

The District’s student to teacher ratio policy is:

K-2     maximum 20 : 1 per classroom  
3-8     maximum 25 : 1 per classroom  
9-12    30 : 1 policy with Manchester District High School Policy

Hooksett is a member of School Administrative Unit 15 (SAU #15) with both Candia and Auburn. SAU 15 is Hooksett’s School Administrative service provider and works in cooperation with the elected school board members. The day-to-day operations and management of educational programs, budget considerations and curriculum is the responsibility of the Hooksett School District Administration and SAU #15.

### 4. Existing School Facilities

Prior to 2004, the grade levels were distributed in the following schools:

The Fred C. Underhill School housed K-3.  
The Village School accommodated 4-5.  
The Hooksett Memorial School housed grades 6-8.

Due to the passage of a major school bond in March, 2002, some grades levels were moved to different schools and are currently arranged as follows:

The Fred C. Underhill School houses grades K-2.  
The Memorial School houses grades 3-5.  
The Hooksett Memorial School houses grades 6-8.

In light of the upcoming and approved changes, construction and renovations, we have decided to move ahead and describe these facilities as pictured from the start of school 2003 and forward.

#### **A. David R. Cawley Middle School**

In fall of 2003, the new middle school opened its doors for 480 students in grades 6-8. The site situated on 25 acres on Rt. 27, Whitehall Rd. in the southeast region of town. The school has been designed with a core facility to house 900 students and 27 homeroom classrooms were built with a capacity for 675 students. When necessary, an area adjoining the school is available for an additional 12 classrooms, bringing the school's design capacity to 900 students. The building also has been designed with a full size gymnasium. Athletic facilities on the school grounds include two soccer fields, a baseball diamond and a softball diamond and these fields will be irrigated. Three hundred parking spaces are available to accommodate many different events.

#### **B. Hooksett Memorial School as of 2004**

This school property is situated on a 40 acre site on Memorial Drive near the center of town, east of the Merrimack River. With the renovation and addition complete, it will serve the 3-5th graders that enter it in the fall of 2004. The renovations expanded the 16 classrooms and capacity of 400 students to 27 homeroom classrooms and a capacity of 675 in order to serve the three grade levels.

With these renovations completed, the site is considered fully developed, serving a maximum of 675 students due to land constraints making it extremely limited for future expansion. The site is limited to one multi-purpose field that will be used for recess and gym classes as well as for weekend and evening sports through the HYAA program. This field is heavily used, lacks irrigation and is considered a low grade that makes it unsuitable for competition.

#### **C. Fred C. Underhill Elementary School**

The Underhill School is situated on Sherwood Drive on a 22-acre site in the southern area of town, east of the river and serves students K-2. It is a one story building constructed in 1958, with additions added in 1966 and 1990. This school facility is in need of maintenance and lacks a sprinkler system for fire safety. The heating system is deficient and should be replaced throughout the school. The existing fire road around the building is not paved. The paving of this road will ensure better access for the fire department.

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## **Education**

This newly paved road could also offer a change in the traffic pattern and help with the traffic safety concerns at this school.

This site is considered to be near capacity and future expansion will be limited. However, architects have stated that the site may accommodate an addition of two classrooms. The School Board will have to consider a future elementary school if enrollments increase above the maximum capacity of 550, as they are projected to do by the year 2009.

Traffic congestion in and out of this school facility has been a major concern. The entrance and exit is poorly designed and there is limited parking. Due to overcrowding, serious traffic problems and safety issues have been a concern and a solution has not been finalized. Currently, school events for parents to attend have been compromised due to limited parking and fire code restrictions.

### **D. School Operations**

Currently the gym facilities at all three schools are being used for town sports during the winter season. Hooksett schools are being used for voting, band and chorus productions, larger town meetings, and local civic/school group events, shows and fundraisers. Transportation of grades 1-12 students is provided by a private contract. Some student's walk to school however, sidewalks are not adequate to and from the existing schools or most area bus stops. Transportation is not offered for Kindergarten students.

### **E. High School**

#### **Grades 9-12:**

The Town of Hooksett has a total of 618 high school students and currently pays tuition to the City of Manchester for 533 high school students to attend Manchester public high schools. It has been projected that 566 Hooksett tuition high school students will attend Manchester schools in the fall of 2004. The Hooksett School District passed a new 20-year contract with the Manchester School Board in the summer 2003.

If Hooksett were to consider building a high school within the community, a number of issues would have to be analyzed, including finding an appropriate site. Under the statutory regulations of the State of NH there are Educational Minimum Standards for site criteria for senior high schools. A minimum of 15 acres of usable land plus one additional acre for each 100 students is required.



### State High School Minimum Land Standards:

800 students:	23 acres required
1000 students:	25 acres required
1500 students:	30 acres required

The Hooksett School Board will continue to monitor the high school situation given growth projections.

## 5. Hooksett School District Capacities:

### Hooksett Schools with Homeroom capacities as of 2004:

	Classrooms	Current Enroll	Capacity 2004
Fred C. Underhill Elementary grades k-2	24 homerooms*	651 students 501 (proj. 2004)	550 students k-2
Renov. Memorial School grades 3-5currently proj.	27 homerooms	309 (at Village) 508 (proj. 2004)	675 students gr 3-5
David R. Cawley Middle School	27 homerooms	486 students	675 students**gr 6-8
High School		532 tuition students in 2003/2004 566 projected in 2004/2005 (total eligible high school pupils in Hooksett 632)	

\* Underhill has 1 modular holding 2 classrooms, which are included in the 24 rooms listed above as of 2003. Retaining this modular in 2004 and beyond will depend on the decision of the School Board. Underhill serves as a facility for Special Education. Underhill Elementary School is projected to exceed capacity in the year 2009 (This assumes construction of two new classrooms. Architectural review states there is land/space for this construction).

\*\* Cawley School would need additional classrooms to accommodate over 675 students. The core of this facility (core = gym, cafeteria, etc.) is currently in place and will accommodate a total enrollment of 900 students.

### High School 20 year Contract w/ Manchester School District:

	Central-20yr	West-20yr
Hooksett students guaranteed per 20 yr contract	550	350

**Table 10-1 - School District Enrollments 1995 - 2003**

School	1995	1996	1997	1998	1999	2000	2001	2002	2003	% Increase 95-2003
<b>Under-hill k-3</b>	516	498	515	526	543	629	603	612	651	<b>26%</b>
<b>Village 4-5</b>	279	280	277	296	323	300	310	316	315	<b>12.9%</b>
<b>Memorial 6-8</b>	400	391	398	426	446	486	493	485	471	<b>17.75%</b>
<b>High School</b>	390	430	406	415	450	456	494	511	538	<b>37.9%</b>

Table 10-1 outlines student enrollment over the last 9 years and details the growth impacts that have been associated with the residential development occurring in the community.

## 6. Assessment of Growth Factors

The State of New Hampshire's population is on the rise and predicted to grow significantly given the southern town development trend in NH, expansion of the airport and the proposed expansion of I-93. Hooksett's population has grown in excess of 33% since the 1980's when the last master plan was updated and we were ranked the 9th fastest growing town in NH in year 2000. The high rate of residential growth in Hooksett is raising public concern regarding town planning for adequate facilities and infrastructure for safety, education, recreation, transportation and traffic flow. The high rate of residential development adds to a higher rate of student enrollments as mentioned in the housing chapter of this update. As of November 2003 the SAU#15 has projected a 2.84% growth rate of enrollments for 2004 using a five-year average.

By tracking the growth of the Hooksett K-8 population over recent years, projections can be made on the student population. The addition and renovation to Memorial School and the construction of the new Middle School will allow these schools to accommodate their respective grade levels over the next 8 years if the student growth rate is in the range of 4-6%. In the year 2000 Hooksett's enrollment growth projections were in the 4-6% range.

The Underhill School, given a 5% growth rate, will be at capacity in 2008 (450 students in 2004, 472 in 2005, 496 in 2006). If the growth rate is around 6% Underhill and possibly Memorial School will be at capacity even earlier. With this 6% projection it will

be necessary for the School Board to charge a facilities committee with studying future expansion or construction for the elementary grades within two years. It will be the responsibility of the School Board, Town Government and planning bodies to closely monitor the growth rate so that proper and effective planning can be implemented when higher growth is projected. A three or five year average model for calculations is considered a good plan by many surrounding towns. It can be assumed that any major school changes take at least three-four years to implement (passage of a bond); therefore, communication between the town planners and the educational facility planners is both necessary and imperative in order to eliminate the situation of being “caught by surprise” such that students are disadvantaged in their education due to high rates of town growth.

As outlined in planning consultant Bruce Mayberry’s report for the Town of Hooksett, the growth in school population will be determined by the increase in the number of housing units in Hooksett, by the mix of housing types and by the regional birth rate. As can be seen in Table 10-2, the impact of various housing types ranges from a high of 65 students per 100 single family detached homes to a low of 20 students per 100 units in multi-family buildings with 3 or more units (Source : Methodology for calculation of Impact Fees for Hooksett Public Schools). Assuming a mix of 50% single-family detached homes and 50% of the various other types of housing units the average impact is 51 students per 100 housing units for grades K-12. It is interesting to note that 86.5% of the homes built in Hooksett in 1990-2000 were single-family homes as reported by the housing chapter. The yearly birth rate for the state of NH during the period from 1990-2000 ranged from a high of 17,519 (1990) births to a low of 14,048 (1999) (According to the Office of Community and Public Health, NH DHHS). This birthrate variation has been shown to impact the 1st grade enrollments 6 years later.

**Table 10-2 - Projected Number of Students per Grade**

	<u>By Grades</u>				<u>Total New Students</u>
	K-5	6-8	K-8	9-12	K-12
<b>Other Dwellings</b>	<b>.145</b>	<b>.08</b>	<b>.23</b>	<b>.09</b>	<b>.37</b>
<b>Single Family Detached</b>	<b>.32</b>	<b>.15</b>	<b>.47</b>	<b>.18</b>	<b>.65</b>
<b>50% / 50% Mix of homes</b>	<b>.23</b>	<b>.12</b>	<b>.35</b>	<b>.15</b>	<b>.51</b>

If an additional 1,000 new housing units were built in the community, the impact on student enrollments could be:

50% / 50% mix	230	120	350	150	500
75% single & 25 % other*					580*
*(.65 x 750 single family homes + .37 x 250 other units= 1000 homes)					

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## Education

Additional space needs to consider for Special Education Programs for the next ten years according to the Hooksett SPED Director include:

Preschool: 2 classrooms, 2 therapy rooms, office space  
Grades K-2: 1 classroom, therapy rooms  
Grades 3-5: 1-2 classrooms, therapy rooms  
Grades 6-8: 1-2 classrooms, therapy rooms

## 7. Recommendations:

### A. School Planning, Statistical Input & Communication

The Hooksett Planning Board and Building Department should work cooperatively to forward regular reports to the School Department updating them on relevant growth issues. In addition, monthly residential building activity reports should be forwarded to the SAU office.

### B. School Board to Planners:

1. Representatives of the School Board and the Town Council should meet together once/twice a year to improve communication and discuss key issues (i.e.: purchasing land....).
2. Town Planner & Planning Board should request suggestions/input or needs from School Board regarding facility issues, land issues, “adjacent land” uses to school facilities, and other relevant matters.
3. The “5 year average” model should be used for planning enrollment increases in the town of Hooksett and reevaluate on a yearly basis.

### C. Key Recommendations:

1. The Hooksett School Board, working cooperatively with the Town of Hooksett, has the responsibility to ensure that adequate land in appropriate locations is set aside and available for use in the future to accommodate school needs and to effectively share statistical information to properly plan ahead for needed school facilities. The Hooksett School District should work closely with the Planning Board to identify available parcels of land for future school building sites. In order to accommodate anticipated future school needs, at least two parcels of land should be acquired; one parcel for a future Elementary School in the north area of Hooksett (Heads Pond) and one site in the central area of the community, between University Heights and Granite Hill. Future land acquisitions for school facilities should be determined soon before costs rise further and availability is limited.

2. The Underhill School and Memorial site acreage should be investigated/surveyed to define how much of the land is actually “usable” for future growth.
3. The Hooksett School District should work cooperatively with the Town of Hooksett to find additional space to address the over flow parking from the Underhill School.
4. The School Board should undertake a traffic study at the Underhill School to study traffic flow and the entrance and exit drives to address safety concerns at this site.
5. The heating system in the Underhill School needs to be replaced.
6. The Hooksett School District should budget the funds to hire a consultant to study Hooksett’s projected student enrollment growth in the short and long term.
7. Of critical importance to the well-being of the town is the inclusion of the school district’s capital improvement needs in a town-wide Capital Improvement Plan (CIP). This requires a unified and comprehensive long-range plan of both town and school district needs. The Hooksett School District must be involved in the CIP program of the town so that orderly and comprehensive capital improvement spending strategies can be developed.
8. Hooksett must continue to balance commercial and industrial growth with residential growth so that the school district can support growing student enrollments in a well managed manner and without negatively impacting school programs and curriculum.
9. The Hooksett Town Council, with recommendations from the Planning Board, should meet with the Hooksett School Board at least once per year to determine school facility needs. This should include a review of the school impact fee structure.
10. The Hooksett School Board should continue to monitor the High School issue and continue to communicate and gather input from town residents on this issue.
11. Given the significant growth seen in southern New Hampshire and in particular Hooksett, consideration should be given to the adoption of some form of growth management regulation. With such a regulation in place, the community will be able to plan for and build the required school capital facilities to accommodate this growth. This form of regulation will also provide opportunities for other town departments to address their respective growth related problems.
12. Sidewalks should be constructed around and leading to school facilities and bus stops whenever possible. A sidewalk priority plan should be developed by the School Board and forwarded to the Planning Board, for recommendation to the Council and Budget Committee.

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## Education

13. Given the challenges associated with building a new school facility, when the enrollment of a school is projected to reach capacity within 3-4 years, a facility committee under the direction of the Hooksett School Board should start planning an expansion of the current facility or a new school facility.

14. Additional classroom, therapy and office space (as listed in IV- B) will have to be included in facility needs for the next ten years as stated by the Hooksett Special Education Director given the steady special education (SPED) student growth rate.

Note: School space needs are further discussed in the recently completed “School Facilities Study” by Dr. Mark Joyce of the NH School Administrators’ Association. The Study is available at the SAU #15 office, 90 Farmer Road, Hooksett.





# 11. THE VILLAGE

## 1. INTRODUCTION

The Hooksett Village is a unique place; it was the center, historically, of commercial and public activity in our community. It is no longer a commercial center; however, many aspects of our public activity are still conducted in the Village—our Municipal Building is located here and likely will remain for some years, as we expect to move our town offices into the former Village School in 2005; in addition the Library is here as is the Village Fire Station and the Hooksett Village Water Precinct offices. The Village is still a place people come to conduct their public business; it is a place that we should preserve and enhance.

In the fall of 2003, the Town and the Community Economic Development Corporation of Hooksett (CEDCOH)—a volunteer, non-profit entity—undertook a study of the Village, held two design workshops, or “charrettes”, and later produced a report entitled, *Hooksett Village Design Study (March 2004)*. This study is part of the Hooksett Master Plan by reference and is available at the Hooksett Public Library and the Community Development Department at the Municipal Building. The study limits are shown in Figure 11-1.

The purpose of the *Hooksett Village Design Study* was to develop a vision for the future of the Village—it is a conceptual study; it is a vision that may be implemented or may be changed as future events dictate. The *Design Study* outlines the means to achieve that vision. The results of this effort are incorporated herein to serve as a blueprint for public and private actions to improve Hooksett Village.

## 2. A VISION FOR HOOKSETT VILLAGE

Hooksett Village can be the heartbeat or spiritual heart of the community, the place that people identify with when they think of Hooksett. The “Village” should have a well-defined sense of place – so you will know when you are in Hooksett Village. Distinct edges to the Village and well-defined gateways should be hallmarks of the Village. The Village should present a positive image of Hooksett with well-maintained public and private property. It should embody the “BSNP” concept (bright, shiny, neat, and pretty).

Hooksett Village can serve a variety of roles. The Village can be an attractive, enjoyable place to live, work, and visit. It can continue to be the center of community affairs. Key public and community facilities are located in the Village. The former Village School building should continue to be an important location in the community. The Village can also be a residential center with livable, walkable residential neighborhoods where people know their neighbors and feel safe and “at home”. The Village can also provide

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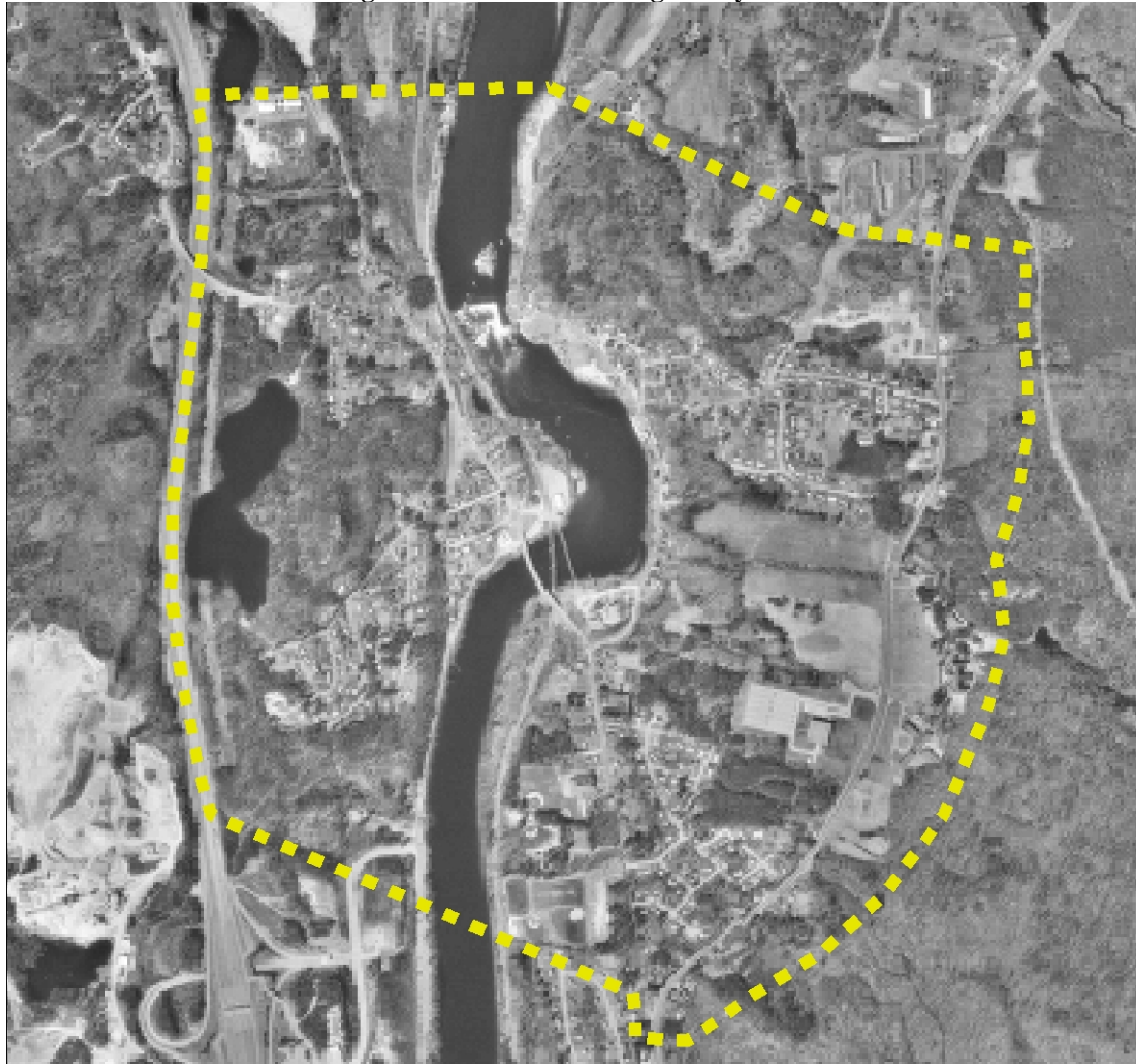
## The Village

convenient access to small, local shops and services so that residents can meet some of their day-to-day needs within the Village.

The Merrimack River and a restored Lilac Bridge should be the focal points for the Village. The scenic character of the river and its shorelines should be maintained while improved public access to the river could be provided. Open space and green areas along the river can be retained and enhanced.

Most of the Hooksett Village area has a pedestrian scale – things are close together—and it should remain so. Residents should be able to walk or bike to nearby gathering places. New development in and around the Village should continue this village scale and character and be designed to enhance the Village's identity and sense of place. A mix of uses should be encouraged. Hooksett Village should also be pedestrian-friendly – with sidewalks, trails, and bicycle facilities to encourage people to walk, bike, and enjoy the village environment.

**Figure 11-1 - Hooksett Village Study Area**



The livability of existing residential neighborhoods can be enhanced. Access to the river and community facilities should be upgraded. Traffic that uses neighborhood streets as a “short-cut” can be controlled. Commuter and through-truck traffic should be diverted from the village. New transportation patterns south of the Village can, in time, be part of this solution. Main Street and Merrimack Street can regain their role as local, village streets.

Important open spaces and green areas should be preserved within the Village as well as on its fringes. As new development occurs, a variety of additional protected open space can be created.

Hooksett Village can re-emerge as a community center in our town – it can evolve into a true New England village, but one that meets the needs of the 21<sup>st</sup> Century.

### 3. A FUTURE LAND USE PLAN FOR THE HOOKSETT VILLAGE

The Future Land Use Plan identifies, in broad terms, how the land within Hooksett Village should be used in the future. It can be thought of as a generalized zoning plan for the Village.

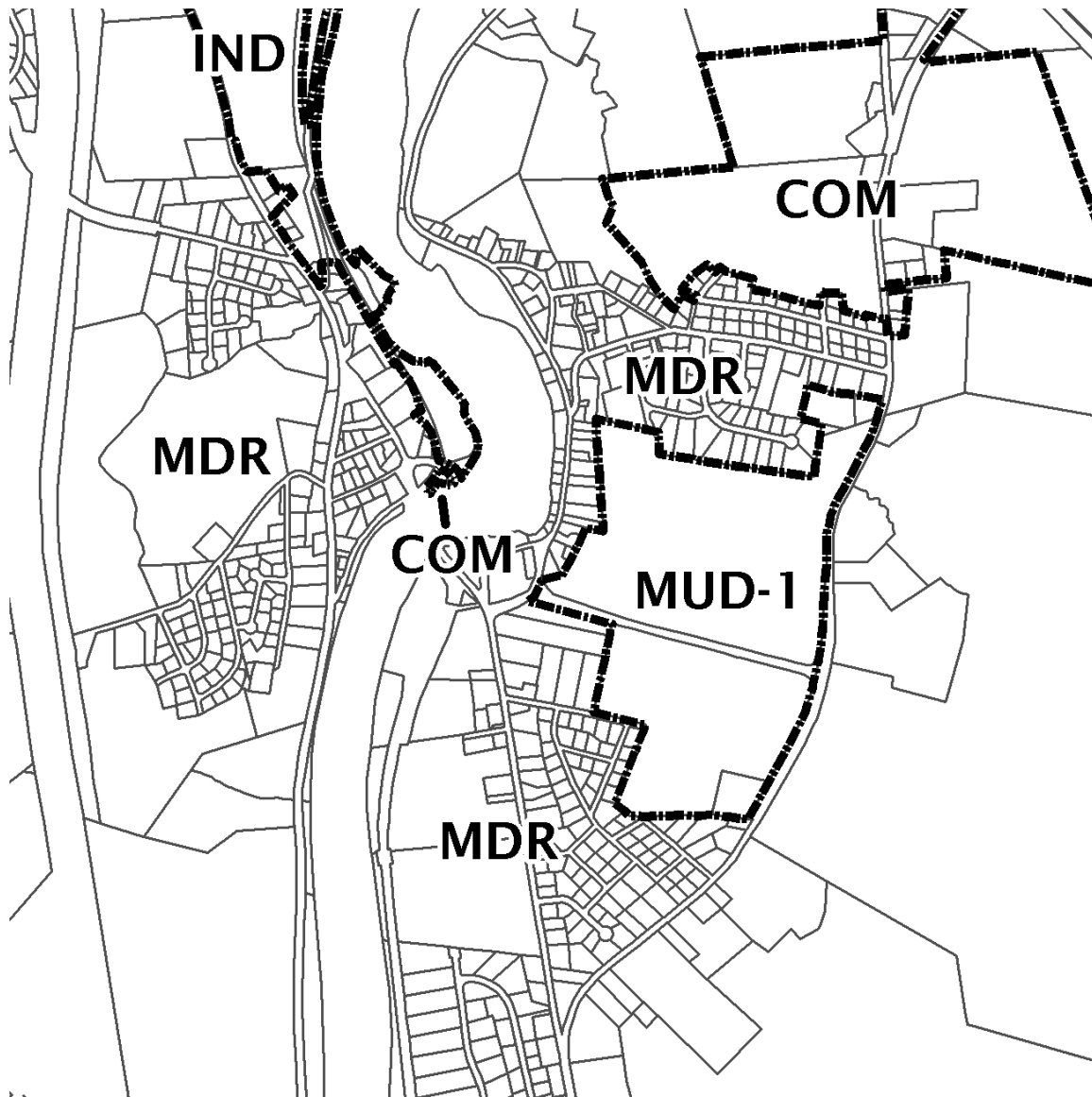
The five Village neighborhoods—Pinnacle, Pine, Rosedale, Bert, and Beauchesne—were built before the existing zoning was put in place; they were built according to an earlier set of requirements. The *Design Study* recommends essentially that the existing residential zoning in the Village has dimensional requirements (area, frontage, and setbacks) that are simply too large for the neighborhoods, and recommends that these requirements be reduced to bring the residential lots more into conformity with new zoning districts. The existing Village zoning is shown in Figure 11-2.

The Future Land Use Plan suggests that the Village be designated as three land use categories:

- Village Residential District
- Village Mixed Use District
- Office/Business Park District

The Village Residential and Village Mixed Use designations are not reflected in the current zoning ordinance. The Office/Business Park designation is similar to the current Mixed Use District 1. Figure 11-3, the Hooksett Village Future Land Use Plan, shows how these three designations could be applied to Hooksett Village.

Figure 11-2 - Current Village Zoning

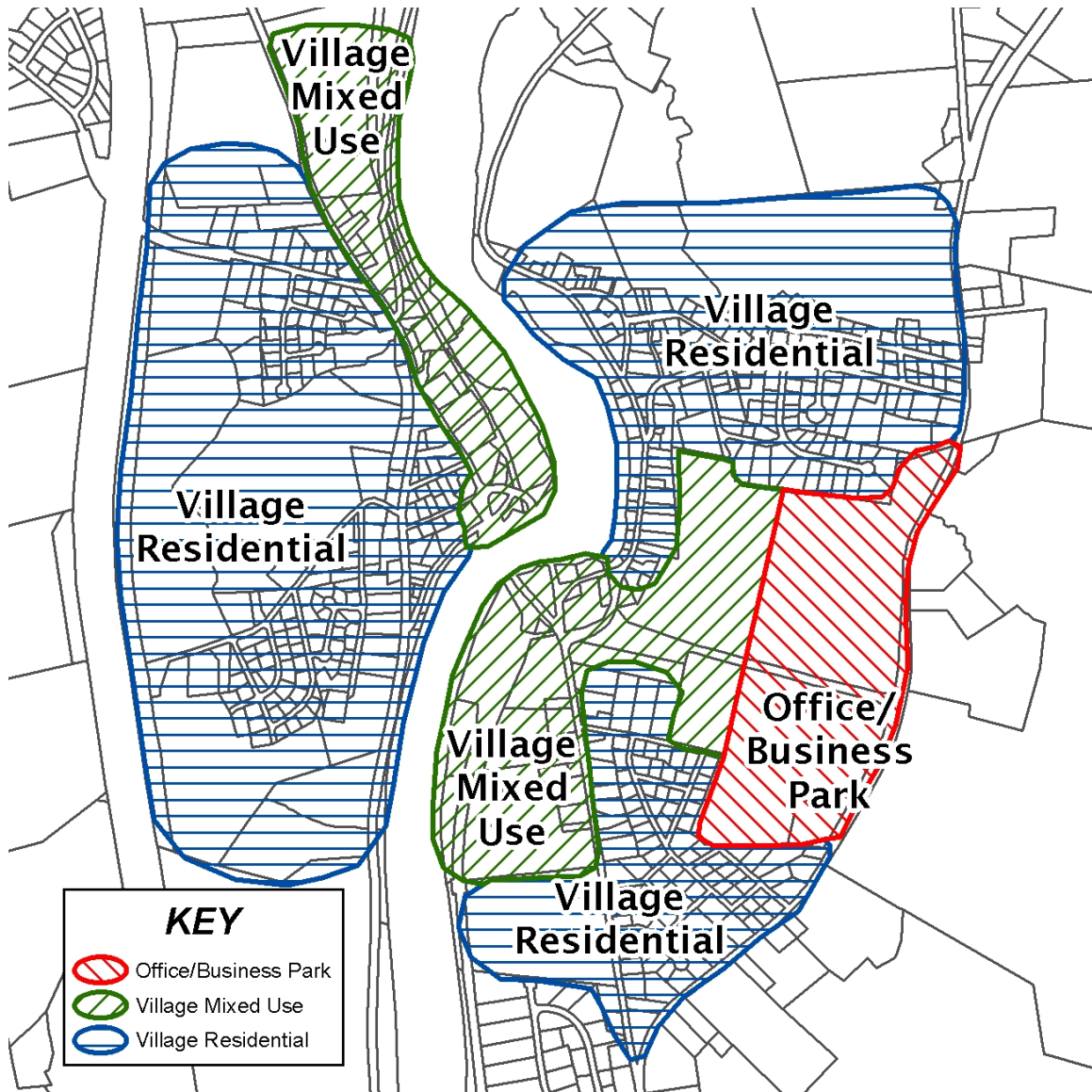


### *1. The Village Residential District*

The Village Residential designation is intended to include the developed residential areas of the Village as well as areas that are suitable for future village scale/style residential development. New zoning standards to implement this designation should assure that Hooksett Village would have a pedestrian scale – that things will be close together so that residents can walk or bike. They should assure that new residential development in and

around the Village will have a village scale and character and be designed to enhance the Village's identity and sense of place as well as providing sidewalks, trails, and bike facilities to encourage people to walk and enjoy the village environment.

Figure 11-3 - Hooksett Village Future Land Use Plan



## 2. The Village Mixed Use District

The Village Mixed Use designation is intended to allow for the reuse or redevelopment of existing buildings in the Village. It also allows for the construction of new buildings in designated areas to expand the range of shopping and services available in the Village in a manner that is consistent with the desired character of the Village. While it is recognized that the owners of some developed property in the Village may not choose to



take immediate advantage of the opportunities created by this designation, the objective is to allow the Village to evolve over time in the direction of the vision.

### *3. The Office/Business Park District*

This designation is intended to allow continued development of suburban style office park uses on a portion of the CIGNA property along Route 3 and the Connector Road. The proposed Office/Business Park designation is similar to the current Mixed Use District 1 zone with limitations on retail uses (size, mass) and provisions for some pedestrian facilities (pocket parks, etc.).

## 4. MUNICIPAL POLICIES

### *A. Location of Municipal Facilities*

The vision for Hooksett Village is one wherein the Village re-emerges as the community center of our town—at least for the foreseeable future—and that it will evolve into a true New England village, but one that meets the needs of the 21<sup>st</sup> Century. Attaining this vision for the future of the Village will require that the community implement municipal policies that support this vision. The following are key policy areas that will need to be addressed:

Hooksett Village has been the historic governmental center for the Town even though it is not located in the municipality's geographic center. The *Design Study* envisions that Hooksett Village will continue to be the community center and that key public facilities will continue to be located in the Village. The Planning Board agrees that, at least for the short term, the town offices will likely continue to be located in the Village; however continued growth may indicate that the municipal center can and should be located in the geographical center of town, for the convenience of all the citizens. It is our hope that the former Village School will serve as the town offices for as long as is practical and that this use will be a catalyst for the improvement of the Village according to the vision of the *Design Study*.

### *B. Upkeep of the Public Realm*

The Vision for Hooksett Village depicts a village will be an attractive, enjoyable place to live, work, and visit. The Village should present a positive image of Hooksett with well-maintained public and private property. It should embody the “BSNP” concept (bright, shiny, neat, and pretty). The Town's current stewardship of the public realm within the Village including town-owned buildings and grounds and streets falls short of this goal. The Town needs to make a commitment to the “BSNP” concept as it relates to “housekeeping” in Hooksett Village, and to make an extra effort to make the existing public infrastructure as attractive as possible.



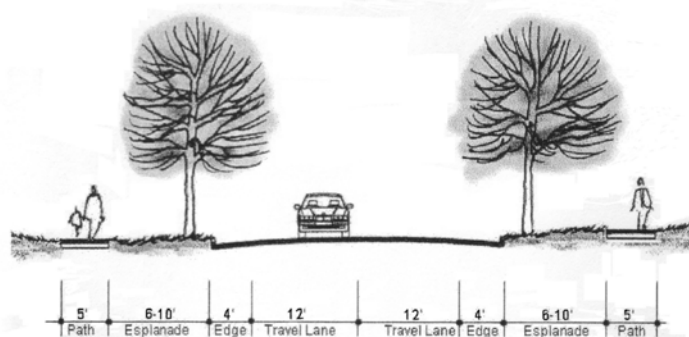
### C. The Connector Road

The construction of the Connector Road linking the Main Street Bridge to Route 3 (opposite Mount Saint Mary's apartments) is much closer to reality now that approvals from state and local entities have been granted. The realization of this road will have important implications for the future of Hooksett Village. On one hand, this road will provide significant traffic relief to portions of Main Street on the east side of the river as well as other streets such as Granite Street, Merrimack Street, Pleasant View Drive, and Thompson Avenue that are now used as short cuts between the bridge and Route 3. It will add safety to the roadway pattern by eliminating the dangerous left turn from Route 3 onto Main Street, and will reduce the traffic using the steep portion of Granite Street and the hazardous intersection with Merrimack Street.

On the other hand, this roadway will result in increased traffic through the Village as it facilitates the development of a significant amount of housing east of Route 3. A significant number of new vehicle trips will use this new road through the Village to gain access to Route 3A and Exit 11 of Interstate 93. This impact will probably be greatest on the portion of Main Street on the west side of the river and on the intersection of Main Street with Route 3A.

The design of the Connector Road has already been accepted by the Town and by the NH Department of Transportation. The road will be a "street" rather than a "highway". It is designed to have one through travel lane in each direction with designated left-turn lanes where needed. As the construction of the road is completed (target date: October 2005) and development occurs along it, this road will need to balance the competing interests of providing improved movement between Route 3 and the Main Street bridge, and the need to maintain the quality of life in the Village. The *Design Study* recommends that as development occurs that sidewalks be added to the road, increasing the character of the Village area by connecting the residential neighborhoods west of Route 3 to the Library and the conservation and recreation areas east of Route 3. Street trees should be provided along the length of the Connector Road. Curb cuts that provide direct access to buildings or parking lots should be controlled and minimized. Figure 11-4 provides a sketch of an appropriate future cross-section for the facility.

**Figure 11-4 - Connector Road Cross Section**



#### *D. The Study of Traffic Facilities and Improvements*

For better or worse, the Main Street Bridge in Hooksett Village offers the only crossing of the Merrimack River between the northern edge of Manchester and Concord. As the region grows, the volume of traffic desiring to cross the river in Hooksett Village will increase. Since much of this traffic is “through traffic” that simply wants to get through the Village as quickly as possible, this growing traffic volume is a significant impediment to achieving the community’s vision for Hooksett Village.

Therefore, the policy of the Town should be to work with appropriate state agencies to improve traffic flow and safety in and through Hooksett Village in the short run. It should be noted that the Town expects to see approximately 1,000 new homes approved and constructed just east of the Village and east of Route 3. The morning trips south and the evening trips north threaten to overwhelm the Village and increase the flow of traffic south on Route 3. In addition, the Town should begin working with the state to identify the appropriate location and plan for the eventual construction of the southern leg of the so-called Parkway (see the Transportation chapter). The completion of the southern leg would make the trip south on Route 3 less congested and reduce the traffic flow through the Village. It is also recommended that the Town take steps soon to initiate a study of the feasibility of another bridge crossing the Merrimack River to alleviate traffic congestion in the Village.

### **5. VILLAGE IMPROVEMENT PROGRAM**

This section identifies a program of possible improvements that can be undertaken to improve Hooksett Village. Some of these improvements can be undertaken for little or no cost utilizing volunteers and community groups. Others will involve a significant investment of community resources. The list of possible improvements probably exceeds the ability of the community to carry out and fund within any reasonable period of time. Therefore, the Town should establish priorities based upon available resources, manpower, and support. The following list begins to identify possible priorities as part of an implementation program. Consult the *Hooksett Village Design Study (March 2004)* for details.

#### *A. Restoration of the Lilac Bridge*

#### *B. Village Beautification*

- 1. Public and Community Buildings and Facilities*
- 2. Forgotten Places*
- 3. Flower Boxes and Beds*

*C. Gateways*

*D. Access to the River*

*E. Pedestrian Connections and Facilities*

*F. Administrative Approaches*

The vision for Hooksett Village establishes lofty expectations for the future of the Village. For these expectations to be achieved there will need to be a strong advocate for village interests and an administrative body that can undertake some of the projects. The Town should consider whether it should be that body or whether a formal development corporation should be formed to play this role.

*G. Financing Alternatives*

While some of the projects identified above can be accomplished at little or no cost, many of the activities will require significant resources. The Town should develop innovative funding to support the village improvement effort. This should include consideration of the following:

- 1. The Existing Impact Fee System*
- 2. Village Improvement Trust*

## **6. AN IMPLEMENTATION STRATEGY**

Implementation of the vision for Hooksett Village including the Village Improvement Program and the Future Land Use Plan will require a coordinated and on-going effort on the part of the Town and its community groups and organizations. Realistically, the suggestions set forth in the *Design Study* probably exceed the ability of these groups. Therefore it will be necessary that the Town establish priorities and make slow but steady progress in achieving the vision. The *Design Study* document begins to lay out a possible strategy for implementing the proposals, noting immediate, short term, and long term actions. The Town should take this draft strategy and refine it based upon its priorities and capabilities. (See pages 34 to 36 in the *Design Study*).



# 12. NATURAL HAZARDS

As outlined in RSA 674:2, a Master Plan may have a Natural Hazards section. The application of this suggestion in Hooksett's 2004 Master Plan appears in the form of the "Hazard Mitigation Plan" prepared by the Southern New Hampshire Planning Commission, with financial assistance from the New Hampshire Office of Emergency Management, dated August 2002, and updated in February, 2004.

The Hooksett Town Council adopted this document on March 24, 2004 and a copy of the document is available in the Community Development Department.

The Letter of Transmittal, of the same date, and the "Hazard Mitigation Plan," by reference, is made a part of this Master Plan.







# 13. GOALS & OBJECTIVES LEADING TO A FUTURE LAND USE PLAN

## 1. Introduction

Prior to 1822, Hooksett was part of Chester. One of the reasons the people of Hooksett decided to secede from Chester was simply that it was too far and too difficult a journey to drive a wagon all that distance for meetings. In some ways, things haven't changed all that much—places to our south still seem far away but for a different reason. Our roadway systems have not kept up with our insatiable use of the automobile. In short, it is still a difficult journey for many of our trips today, especially if one is driving south to work in the morning and returning in the late afternoon or early evening.

## 2. An Overall Strategy

The firm of Metcalf & Eddy wrote our first “comprehensive” plan in 1971. It contained some good recommendations that have not yet been implemented. The last Master Plan was written in 1989. Some of our land use chapters should not have waited this long for an update. In the future, we must be more careful about updating our community's land use plans.

For those who look into the future, the Town's development pattern appears dramatically different in 2004 than it did in 1989. The 1971 and 1989 plans, however, contained a number of good recommendations that have not been fully implemented, and they are being carried forward into this document. Interestingly, the planners in 1971 recognized the need for a “collector” road from what is now Exit 9 to the industrial center (Legends Drive to the Brox Plant); the 1989 plan called for the Parkway much as we see it drawn on our Future Land Use Plan today. As was stated in the 1989 Plan, the proposed long-range land use plan for the Town was prepared with consideration for a number of established patterns: (1) the existing land use activities; (2) the constraints and opportunities of the natural features; and (3) the desire to strike a balance between the competing needs of protection and utilization of the Town's natural resources while recognizing the need to effectively accommodate growth to finance Town services.

### 3. Current Vision and Design Concepts

The Town's 2004 Future Land Use Plan (Map 13-1) is based on recognition of the following four (4) guiding principles:

**1. Acquisition and Protection of Open Space Lands:** Developing a cohesive and continuous block of open space in the northeast quadrant contributes to the balancing of a surge of growth in other parts of the community. Acquiring smaller blocks in the western rural areas near Quimby Mountain and the Town of Bow's open space lands are also important to balanced growth in Hooksett.

**2. Location of Intensive Land Uses With Access at Major Arterial Highways:** The more intensive land use activities should be developed in reasonable proximity to the major transportation corridors and the municipal services support systems. The Town is seeing considerably intense retail development at Exit 10 and anticipates dramatic development at the northeastern extent of Route 3. Care must be taken to maximize access management and to preserve restricted access on new highways.

**3. Implementation of Transportation Solutions:** Transportation issues are clearly Hooksett's most immediate and most expensive problems, both for the short range and for the long range. The following eight (8) issues are at the core of our current planning efforts.

**A. Building the Connector Road:** This proposed street from Route 3 at Mount Saint Mary's to the Main Street Bridge is an immediate need. The new road will bring solutions to the dangers at Granite Street and the Route 3/Main Street merge.

**B. Reducing Route 3 Traffic Congestion:** The Town Council has declared that NH Route 3/28 (aka Hooksett Road, DW Highway) is the Town's most serious problem. North and southbound traffic counts at Granite State Marketplace have exceeded 36,000 vehicles per day at peak hour summer Fridays, and gridlock occurs regularly on Route 3/28 south of Bypass 28. Despite the Town's best efforts, this segment of highway has not yet been included in the State's Ten-Year Transportation Plan. In addition, the Town is contemplating a multi-million bond issue to provide the southern leg of the "Parkway", a new north-south restricted access alternate route, about three-quarters of which is included in the Manchester Sand & Gravel MUD5 master plan.

**C. Building the Parkway in Segments:** A new roadway, essentially on the same path as the southern leg of the Parkway, was recommended in the 1971 Metcalf & Eddy Comprehensive Plan for Hooksett. The entire Parkway was recommended in the 1989 Hooksett Master Plan. The alternate north-south highway, known as the Parkway, is quickly becoming more of a reality as Manchester Sand & Gravel (MS&G) unveils its own Mixed Use Zone (MUD5) Master Plan and increasingly sounds ready to begin detailed engineering for certain of its segments. However, the implementation of the

southern leg, from Industrial Park Drive south to Exit 9, is already sorely needed to funnel off through traffic from the most congested segment of Route 3.

**D. Building the Route 3 Industrial Center Segment:** Access to Route 3 from the Parkway is needed at two locations in addition to its major crossing point at Industrial Park Drive—at the Brox site and also at Legends Drive. Traffic studies of Route 3 including anticipated residential and non-residential development indicate that the intersection at Industrial Park Drive will fail without additional access points. Due to overall growth, but due especially to the anticipated development of the North Campus site and the development of the extensive land holdings of Manchester Sand & Gravel, the Route 3 Corridor is experiencing serious congestion.

**E. Keeping Intensive Land Uses Off Route 3-A:** It is the Town's intent to retain intensive land uses on the eastern—Route 3—side of the community; it is also the Town's intent to take active steps to insure that lands on Route 3-A (on the west side) do not become as intensively used as Route 3. It is very likely; however, that over time non-residential development will migrate to areas along Route 3-A. As this occurs, it is recommended that the Town make the kind of wise transportation decisions that will allow these uses to function with much less traffic congestion than has occurred on Route 3. It would be appropriate to try to determine ahead of time where signal lights may be needed, and therefore where to implement access management techniques.

**F. Planning for the Connection of East and West:** Even with an “innovative zoning” provision such as a growth management ordinance (GMO) to control the timing of development, the Town of Hooksett will eventually grow to its so-called “build-out” status—build-out being development on all parcels according to the “highest and best” use of the land within the controls of the adopted Zoning Ordinance. Although this Master Plan recommends (Housing & Education Chapters) that a GMO be developed, the Town should undertake a feasibility study to determine if another bridge crossing is warranted as noted in Chapter 11, Part 4D. A comprehensive traffic analysis should be under taken to determine if, given Hooksett's expected growth, an additional bridge over the Merrimack is necessary and if so, where should it be located.

**G. Encouraging Mass Transit:** Without question, people are as yet unwilling to abandon their automobiles for an alternate form of transportation. Mass transit planning, however, should be encouraged not only for the short trips to Manchester or Concord, but also from the central New Hampshire area to Boston. Also without question, the Town of Hooksett cannot move in this direction alone, but teamed up with other municipalities we can have a positive influence in moving toward this future transportation solution. Exploring the possibility of extending public transit routes into Hooksett from Manchester should be investigated now.

**H. Maintaining a Current Transportation Plan:** It is necessary for the Town of Hooksett to give serious consideration to its transportation needs annually, to maintain a productive relationship with the NHDOT and related federal entities, and to listen to the concerns of the citizens. The transportation chapter of the Master Plan should be brought

before the Planning Board every year in order to keep on top of changes and opportunities.

**4. Formalizing Economic Development:** In an effort to increase tax revenue without a commensurate increase in the cost of municipal services, the Town should actively pursue an economic development effort, and work cooperatively with all state, federal, and local groups that can bring healthy economic development to our community. A formalized commitment to economic development could more than pay for itself and bring to the Town more carefully selected non-residential development than would likely occur with the hands-off operation of random market forces.

#### 4. Description of the Future Land Use Map

##### **A. Potential Preservation of Open Space (Passive Recreation):**

The following recommendations should be actively pursued and implemented as opportunities arise:

###### **Northeast Quadrant:**

Work cooperatively with private landowners along and south of the Allenstown boundary in between Bear Brook State Park parcels to preserve approximately 590 acres of undeveloped land now surrounded in Hooksett by the State Park and Manchester Water Works parcels.

Work cooperatively with private landowners along the Candia town boundary to preserve approximately 670 acres of undeveloped land now surrounded in Hooksett by Manchester Water Works parcels and bordering on a few residentially developed parcels to the south.

###### **Northwest Quadrant:**

Work cooperatively with private landowners between the Interstate and the Bow town boundary and around the excavations of Pike Industries to preserve undeveloped land adjacent to similarly preserved land in Bow. In addition, review the availability of land south of Cross Road and west of I93 for conservation.

###### **North of Goffstown Road:**

Work cooperatively with private landowners surrounding the town-owned parcel east of the 20<sup>th</sup> Skeet Club to preserve the undeveloped land.

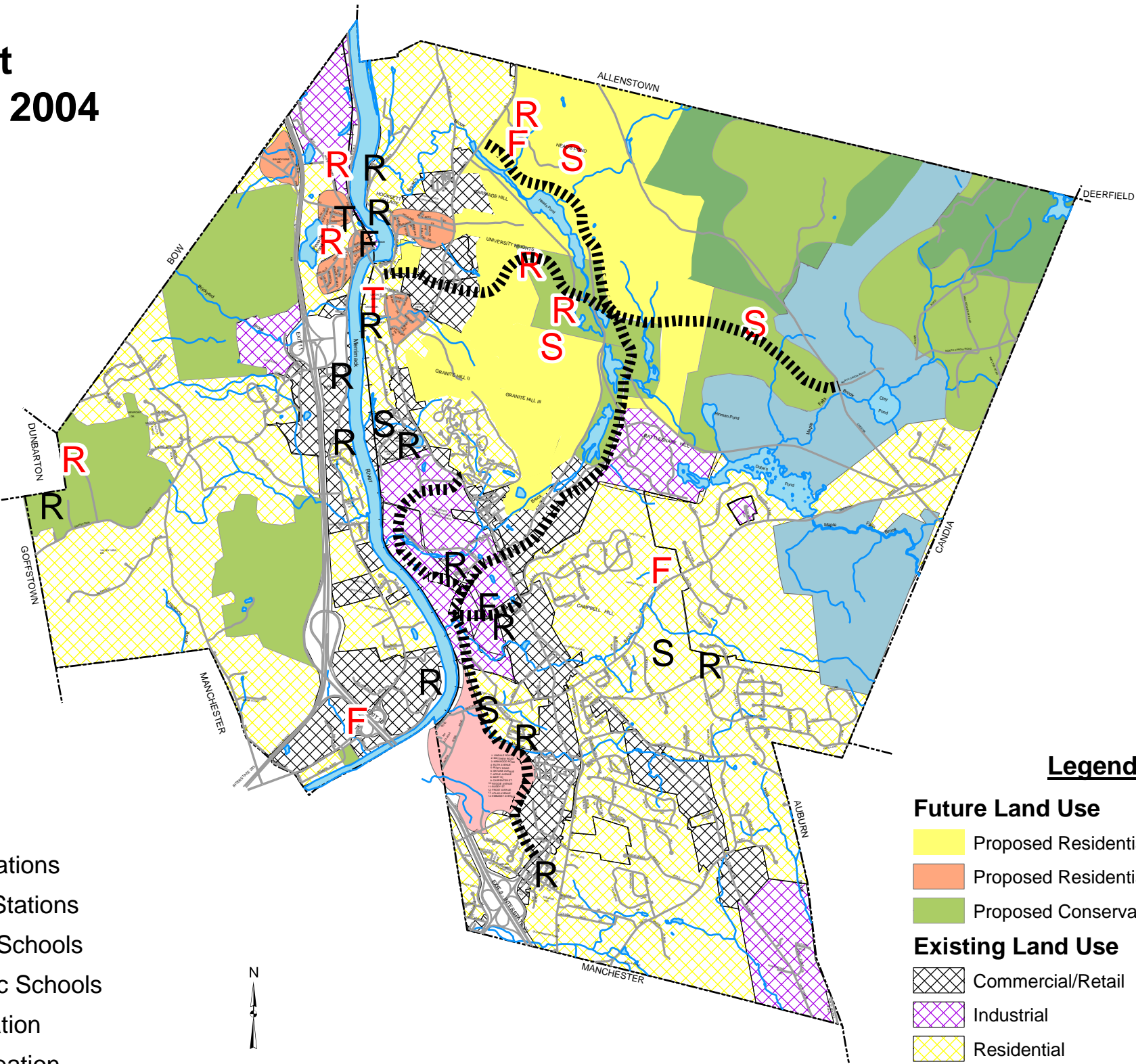


# Town of Hooksett Future Land Use Map 2004

Existing Recreation	Proposed Recreation
Former Village School & Donati Park Memorial School Underhill School Legends Golf Soccer Field at Tri-Town Cawley School Fraser Park Lambert Park - Boat Launch Amoskeag Rowing Club - Boat Launch Tri-Town Hockey Ice Den Hockey Peter's Brook Soccer 20th Skeet Club	Town Beach (MS&G) Quimby Mountain Area The Pinnacle Head's Pond, Village Center University Heights Conservation Area
	Proposed Residential
	Head's Pond University Heights Granite Hill II Granite Hill III

Existing Fire Stations	Proposed Fire Stations
Village Central	Exit 10 Head's Pond Whitehall Road

Existing Public Schools	Proposed Public Schools
Memorial Underhill Cawley	North Central East Central South Central



## Legend

- Proposed Road
- Existing Fire Stations
- Proposed Fire Stations
- Existing Public Schools
- Proposed Public Schools
- Existing Recreation
- Proposed Recreation
- Existing Town Hall
- Proposed Town Hall

## Legend

- Future Land Use**
- Proposed Residential
  - Proposed Residential Village
  - Proposed Conservation Land
- Existing Land Use**
- Commercial/Retail
  - Industrial
  - Residential
  - Bear Brook State Park
  - Manchester Water Works
  - Southern New Hampshire University

Town of Hooksett  
New Hampshire



## **B. Potential New Active Recreation Area:**

### **Town Beach:**

Manchester Sand & Gravel (MS&G) has stated that they plan to donate approximately 150 acres of upland and pond just east of the University Heights project.

### **Other Locations:**

The three potential school sites are anticipated to have ample new active recreational facilities.

## **C. Potential Zone Changes:**

### **At Hooksett Village:**

In the existing neighborhoods, work cooperatively with residents to create a Village Mixed Use zone to allow a range of shopping, services and zoning requirements that are consistent with the desired character of the Village.

In the existing neighborhoods, work cooperatively with residents to create an Office/Business Park zone to allow the development of a suburban style office park on the CIGNA property along Route 3.

## **D. Potential New Public Roadways:**

Work cooperatively with landowners to bring to pass an effective roadway system to facilitate traffic flow in and through Hooksett. The following recommendations are not listed in any particular sequence, but are to be implemented as opportunities arise:

Construction of the Connector Road (College Park Drive) from Route 3 at Cigna west to the intersection at Merrimack and Main Streets.

Re-build the intersection of Route 3 and Industrial Park Drive, facilitating development of the commercial/retail area where the MS&G Scale House currently exists.

Construct the southern segment of the Parkway, a road from the southern extent of Manchester Sand & Gravel's land, across Martin's Ferry Road, across land of Southern NH University, and connecting to Route 3 via West Alice Avenue.



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## **Goals & Objectives Leading to a Future Land Use Plan**

Construct the central segment of the Parkway, from the intersection of Industrial Park Drive and Route 3 west into the industrial valley, then south to the southern extent of Manchester Sand & Gravel's land.

Extend Legends Drive westward into the industrial valley, to connect with the proposed Parkway.

Extend the existing access road into the Brox quarry site west (opposite Shannon Road) to connect with the Parkway.

Construct the easterly extension of College Park Drive from Route 3 into the University Heights project, and further east through the conservation land to the proposed Town Beach (park land that may be donated to the Town by MS&G) and connecting to the future northern segment of the Parkway.

Construct the northern segment of the Parkway, east of Route 3, from near the Allentown boundary south through land of Manchester Sand & Gravel to the intersection of Industrial Park Drive and Route 3. (It is expected that the northern part of this segment will be constructed when Manchester Sand and Gravel begins work on the proposed Head's Pond development).

Construct the extension of College Park Drive from the Town Beach site east to connect with the public portion of Chester Turnpike.

## **E. Study Potential Bridge Locations for Crossing the Merrimack River:**

**(After a traffic study, secure land:)**

Study the need and potential location of a new bridge over the Merrimack River.

## **F. Potential New Public Safety Locations**

**(fire, police, ambulance, emergency management):**

In addition to the Safety Center at Legends Drive and Station #1 in the Hooksett Village, new fire stations are proposed:

- a) to serve landowners in the vicinity of Exit 10;
- b) to serve the anticipated development in the Head's Pond and University Heights area; and
- c) to serve the new development in the vicinity of the new Cawley School on Route 27 (Whitehall Road).

**G. Potential New School Sites:**

**(Any new school sites will be timed to the rate of new enrollments and capacity of existing schools)**

To accommodate school children from anticipated development at Head's Pond (650 homes), University Heights (400 homes), and expansion of the Granite Hill development (372 approved, space for another 400+/-), three new school sites have been mapped. These 1,822 new homes could generate over 1,000 school children; therefore the Planning Board anticipates two (2) school locations in the north/central area. There is a very large area of land in the east central part of town owned by MS&G; this area is shown as "undesigned" on MS&G's mixed use (MUD5) zone master plan, however we anticipate a large number of homes in that area, hence the location of a third school. These future school sites should be large enough to accommodate ample recreational space.

**H. Potential Commercial/Retail Sites:** (Already zoned for commercial use)**Route 3 and Industrial Park Drive:**

The land on the east side of the intersection of Route 3 and Industrial Park Drive has long been zoned for mixed use (MUD5). It has been anticipated that the land where the MS&G Scale House now sits would one day be re-developed for commercial/retail uses. MS&G is developing plans for about 200,000 to 300,000 square feet of commercial and retail space at this location. The plans include the re-construction of Route 3 in this location and the construction of a portion of the Parkway as the road leading east into the retail complex.

**Exit 10 Area of Route 3A:**

With the approximately 500,000 square feet of retail space (assessed at about \$50 million) that has been constructed at the Quality Drive sites, secondary commercial development will likely follow. The Irving Station is re-developing its site; a Dunkin Donuts has been approved. We expect further development between the interchange and the Manchester City boundary.

**Exit 11 Area at Hackett Hill Road:**

The parcel (55 acres) owned by Thomas Palazzi is zoned for commercial development and is a prime site with excellent visibility from Interstate 93. With access from Hackett Hill Road, this site has great potential for economic growth.

**University Heights:**

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## Goals & Objectives Leading to a Future Land Use Plan

In the mixed use (MUD2) master plan for this approved site, subdivided space is provided for commercial/retail uses along Route 3.

NOTE: Other new commercial/retail at sites already allowing such uses are expected to develop in accordance with customary market forces.

### **I. Potential New Industrial Sites:**

#### **Industrial Valley, Off Industrial Park Drive:**

This land includes parcels off Lehoux Drive recently subdivided by MS&G; also includes land owned by MS&G to the south of Outdoor World, and south and west of Legends Golf already designated for industrial uses in MUD5 zone.

#### **Land Around GE Engine Plant, Route 3:**

Any vacant parcels or the re-development of built-on parcels.

#### **Eastpoint Drive Area, Off Bypass 28:**

Any vacant parcels or the re-development of built-on parcels.

#### **Brox Industries Site, Off Route 3: potentially 40-50 years**

Land owned by Brox and which may be served in the future by a new public road connecting the Parkway to Route 3.

#### **MS&G Quarry Site, East of Route 3: potentially 40-50 years**

Land east of Route 3 and east of the commercial/retail complex planned for Route 3 and Industrial Park Drive; not expected to convert from excavation use to new industrial use except in the long term.

## 5. Specific Recommendations:

### *1. Natural Resources and Conservation Lands*

*A. Target as a goal that 25% of the total land area in Hooksett be set aside in some manner as open space land.* Twenty-five percent of Hooksett's 23,232 acres equals approximately 5,800 acres. Including Bear Brook State Park (994 acres), land owned and protected by Manchester Water Works (1,843 acres), and Town-owned land earmarked for conservation (98 acres). With this acreage, Hooksett has protected approximately 50% of the 5,800 acre goal.

*B. Establish conservation land in the northeast quadrant of the Town.* There are approximately 590 acres of privately owned land abutting or near the Allenstown border between blocks of Bear Brook State Park land. There are about 670 acres just south of Bear Brook State Park land abutting or near the Candia town line and abutting land of

Manchester Water Works. Some form of permanent protection applied to these lands could help to create the large, regional open space area envisioned as the Bear-Paw Regional Greenway.

C. Establish conservation land west of Interstate 93 between Pine Street and South Bow Road. Currently land owned by Pike Industries (Hooksett Crushed Stone) is being used for extractive purposes; this mining may continue for as much as forty years. This land is of regional interest for conservation due to its proximity to similarly protected land in the Town of Bow. Following the reclamation of this land, the area should become protected open space.

D. Establish conservation land around the Quimby Mountain area. Quimby Mountain, at just over 900 feet in elevation, is the highest point in Hooksett. The Town has recently taken ownership of approximately 98 acres of land adjacent to the highest point. Including the land of the 20<sup>th</sup> Skeet Club, there is about 500 acres of currently open land in private ownership, which could be conserved.

E. Establish conservation land around Pinnacle Pond. The protection of these waters and land around them as a potable drinking water supply should be established in some permanent way. The Town should consider the development of wellhead protection zones in this area and in any area where future wells may be established for public drinking water supply.

F. Expand Merrimack River Access. Establish public protected access to the river north of the Hooksett dam, south of the dam just north of the American Legion site, and on the west side of the river just south of the Interstate bridge.

G. Establish the Heritage Trail System in Hooksett. The trail should be established along the east side of the Merrimack River from Southern New Hampshire University north to the Lilac Bridge, then along the west side of the river to the Bow town line. There are also numerous opportunities for spur trails leading to athletic fields, points of historic interest, and other scenic features.

H. Establish selected access to Prime Wetlands. Of the 18 or so prime wetlands in Hooksett, public access to some could serve an educational purpose as biologically diverse ecosystems and habitat are interpreted.

I. Establish access to the lower portion of Brown's Brook. This could act as a passive recreation corridor linking the Head's Pond recreation area with Merrimack River frontage north of the Hooksett dam.

J. The creation of a local water resources management and protection plan. This plan should highlight sensitive natural areas that need to be protected, and it should note potential pollution sources that could harm these areas; wellhead protection strategies should be a part of this plan. It is recommended that the Town produce this plan as a separate document to be incorporated later as a part of the Hooksett Master Plan.

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## Goals & Objectives Leading to a Future Land Use Plan

*K. Explore all possible avenues to fund the preservation of Hooksett's key natural resource assets.* Many options are available to the community to preserve sensitive areas. The use of conservation easements, 100% use of the Land Use Change Tax, outright purchase and other available options should be pursued.

### 2. Community Facilities

*A. Municipal Offices:* Develop a plan for the utilization of the former Village School building for municipal offices and for community gatherings.

*B. Exit 10 and future Fire Stations:* As a part of the Planning Board approval of the Hooksett Commons (Target, Kohl's, BJ's Wholesale Club, and Home Depot), land was to be donated by the developers for a fire station to protect the \$50 million investment in this area. The precise location should be determined, and the station should be funded and constructed as soon as possible. In addition, to serve future growth areas, plan for new fire station locations in the Heads Pond area and in the vicinity of the new Cawley School.

*C. Communication Center:* Detailed estimates should be obtained on the cost to convert the existing analog system to a digital system.

*D. Ambulance Service:* Given the current population of Hooksett, ambulance service responding from the Safety Center should be provided on a full time basis.

*E. Parks and Recreational Division:* The Parks and Recreation Department plans and coordinates recreational activities and provides supervision of town-sponsored recreational activities, but the Town (aside from school buildings) has no designated indoor recreation facility or community center. Planning should begin for such a center, which would provide day and night programs and recreational activities for children, adults and seniors. In addition, a long range plan detailing future park and recreational capital needs should be developed. Impact fee can be used to pay for these necessary improvements.

*F. Water Service:* Providers should have a ten-year expansion and replacement plan. This plan should address the quality of the distribution system. In addition, areas outside franchised areas should be evaluated and incorporated into existing or new water precincts when and where feasible. As a part of this plan, the feasibility of connecting to the adjoining municipal systems of Allentown & Pembroke should be considered.

In addition, as noted in the 1988 Master Plan, a concerted effort should be made to consolidate the three main water systems (Central, Village & Pennichuck) into one entity. This consolidation will lead to consistent planning efforts and insure maximum water planning coordination is achieved.

The Hooksett Village Water Precinct currently has three wells at Pinnacle Pond and consideration should be made to locate future wells outside of this area. Planning should be undertaken as soon as possible to locate the most appropriate sites for new wells. Existing and proposed wellhead sites should be adequately protected from contamination through the control of land uses within the wellhead areas.

G. Sewer Service: The Sewer Commission and the town should pursue obtaining the funding to upgrade the WWTF, in addition to system development fees, in order to anticipate future development in Hooksett. In addition, the Sewer Commission and the town should consider inflow/infiltration study and mitigation to reduce plant influent flows to allow additional sewer users. Also, in order to provide for a balanced tax base, the sewer commission should encourage and plan for the expansion of the sewer collection system into commercial and industrial areas, rather than residential areas.

H. Cost of Development Study:

While Hooksett has several revenue-producing mechanisms currently in place, the Town does not have a firm grasp on all of the municipal costs that can be impacted, over time, from development. Development that increases population and traffic, for example, also increases the need for personnel (teachers, policemen, fire-fighters, and others). It is not clear that current taxation and fees cover these costs. Therefore, it is recommended that a “cost of development” study (also referred to as a Cost of Municipal Services, or COMS study) be funded and executed either on a local or regional basis. (See Chapter 4, Part 14).

3. *Recreation*

A. Establish an ongoing plan to overcome recognized deficiencies in its current recreation facilities, and to utilize its current impact fees for the creation of recreational opportunities for the future. An impact fee schedule has been developed for recreation and fees are being collected. Before these monies can be expended, it is imperative that a plan be established and executed for the elimination of deficiencies. Following this, ongoing collection of recreation impact fees should help fund the creation of future facilities.

B. Establish a plan for the utilization of the proposed Town Beach. According to the approved master plan for Manchester Sand and Gravel’s mixed use zone (MUD5), a portion of the land must be used for public purposes. MS&G has suggested that about 145 acres of land and pond be dedicated to the Town for recreational purposes. This plan should include facilities for swimming, picnicking, and other active and passive activities.

C. Establish a plan for the Pinnacle. The Pinnacle has potential for passive recreation, but it should be carefully designed to protect the unique features of the area.



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## Goals & Objectives Leading to a Future Land Use Plan

D. Establish the Hooksett Heritage Trail System. As this trail system becomes a reality, a plan for its use and maintenance should be developed as part of the Town's overall recreation plan. Included in this system should be the designation of roadways with sidewalks, crosswalks, and other pedestrian-friendly facilities that encourage walking throughout the Town.

E. Establish a system of Bikeways. In conjunction with the NH DOT, the Town should develop a bikeways plan, showing designated areas for bicycle riding along State highways and along Town roads. It may also be possible to connect areas with bikeways through private lands.

F. Establish a Tour for Cultural and Historical Places. Hooksett has many fine pieces of history and culture; some are small enough to pick up with your hand; some are large enough to walk into; and some are only to be realized with your imagination—they no longer exist physically, but may be experienced with the mind. The Town should establish a system of markers to assist persons taking a walking tour; it should also develop a plan to more readily display the artifacts of our heritage.

### 4. Transportation

A. The Town should continue to work with the developers of the University Heights site to construct the Connector Road, otherwise known as College Park Drive. The Connector Road is an important element in the movement of vehicles in and around the Village. As the road is being constructed, great care and planning should be given to the manner in which land uses are developed along it, especially on land of Health Source Properties, Inc.

B. Incremental Development of the Parkway. The Parkway, from near the Allentown border to West Alice Avenue, has been a part of the Hooksett Master Plan for nearly 30 years. As the major property owner, Manchester Sand and Gravel has evolved from an earth materials mining company to a land development company, and its master plan has also evolved. As the most recent update of that plan was approved by the Planning Board in the fall of 2003, it is clear that the Parkway will come into being in segments. Although the timing is uncertain, we expect the northernmost segment, from Green's Marine east to service the Head's Pond 650-unit residential development, may occur first. Or the Town may see the intersection at Route 3 and Industrial Park Drive constructed with its 300,000+/- square feet of retail first. It is expected that one or both of these segments may be constructed within the next 3 to 5 years. As MS&G develops its industrial land in the Valley between Route 3 and the Merrimack River, it becomes important to consider how the Parkway may be developed between the Valley and West Alice Avenue.

B-1. The Town should continue to work with MS&G to establish the "southern leg" of the Parkway. The Town, through its engineering consultant, has established preliminary roadway engineering in plan and profile for the southern part of the Parkway.

It is recommended that an appraisal be completed to determine the cost of taking land for this segment. Based on that information, cost estimates may be developed for the construction of the southern leg.

*B-2. The Town should continue to work with MS&G to establish the roadway network in and around the Industrial Valley.* A conceptual plan has been created of a network of highways connecting Route 3 and the Parkway; a roadway through the Brox Industries site is planned to connect with an extension of Legends Drive; these are planned to connect to the Parkway. Such a network of arterial roadways could allow for good access to prime industrial land from Exit 9 while also allowing for good through traffic that would otherwise become congested on Route 3.

*B-3. The Town should continue to work with MS&G to establish the remainder of the Parkway.* Although completion of the Parkway from the Head's Pond development south to Route 3 at Industrial Park Drive may be twenty or more years into the future, it should be the goal of the Town to work with MS&G to complete the Parkway.

*C. Bridging the Merrimack River.* When one considers the long-range buildout of the Town, that has been projected to reach approximately 45,000 population (with current zoning), the development of an additional bridge across the Merrimack River seems logical. Although we may not be able to foresee how such a project could become affordable within the next twenty years, planning for the future is what this Master Plan is about. There may be very real problems in our future that a bridge could solve—there may be very real opportunities in our future that a bridge could afford.

*C-1. As the Town grows to its maximum desirable population, it may become necessary to locate a site to bridge the Merrimack River. For a long-range planning scenario, a new bridge location should be considered.* In order to begin this planning, a comprehensive traffic analysis should be undertaken within the next five years to determine if another bridge crossing is warranted and if so, where is the most appropriate location. Ideally this would be undertaken after the revised buildout analysis is completed in order to provide a reasonable basis for potential future growth. Once a final location has been identified, the Town should proceed with securing the bridge corridor in order to protect it from the risk of future development.

*D. Augmenting the Commercial Opportunities at Exit 11.* There is potential in the commercially zoned land at Exit 11. The land southeast of the Interchange—the Palazzi land—is prime commercial land and should be developed for commercial purposes. The land southwest of the Interchange—Heffron Asphalt Corporation land—is currently commercially zoned and an effort should be made to develop these parcels for commercial purposes.

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## Goals & Objectives Leading to a Future Land Use Plan

D-1 The Town should work with the Palazzi owners and the NHDOT to establish access to this parcel from Hackett Hill Road for future owners.

E. Long-Range East-West Highway. As the MS&G master plan unfolds over the next decade or so, and as the Parkway becomes connected between Head's Pond and the Route 3 Commercial Center, the Town should work with the owners to bring the concept of an east-west highway into that master plan. It may be possible to connect the Village with the conservation lands at University Heights, and further east to the Town Beach at the Parkway, and on eastward to a connection with an improved Chester Turnpike and south to Route 27 (Whitehall Road).

### 5. *Economic Development*

A. Engaging Hooksett Residents: The Town should investigate the use of public access cable television to broadcast Town business to Hooksett residents. The Town should send periodic [at least quarterly] newsletters to local households. Annual or bi-annual surveys should be designed and conducted to receive input on current issues. Local media, town's website, email, forums, and specific design charrettes should all be used to engage the residents and business community in the future of the Town.

B. Encourage Proactive Economic Development: The Town should work closely with and support the Community Economic Development Corporation of Hooksett (CEDCOH), and regional economic development groups, to promote fast and effective response to the needs of the business community, both in business retention and in new business solicitation. The position of full- or part time Director of Economic Development should be considered. This person could seek out sources of private and public capital, attend appropriate Town Council, Planning Board, and CIP meetings, and interface with regional bodies such as NH DRED, Greater Manchester Chamber of Commerce, and educational institutions.

C. Establish Economic Development Areas: Economic development areas should be considered in the following areas: Exit 10; Exit 11; Hooksett Village; Route 3 North; Route 3 South; and the Route 28 Bypass—as outlined in the Economic Development chapter.

D. Promote Infrastructure Improvements: Evaluate and promote such strategies as zoning ordinance revisions and linkage fees that establish commercial/industrial development. Assist with the development of infrastructure such as expanded sewer and water facilities, the Connector Road, the Parkway, rail spurs, and the appropriate use of TIF districts.

E. Promote Housing Initiatives: If the Town of Hooksett is to promote economic development, then we must advocate for housing that will accommodate all income categories.

6. *Housing*

A. Assist Residents with Limited Financial Means to Obtain Affordable Housing. In 2000, 35% of renters in Hooksett reported housing costs greater than 30% of their total gross income. The Town should demonstrate its willingness to accept its fair share of the region's affordable, or workforce, housing units.

B. Consider Instituting Growth Management Measures. This could be accomplished through the adoption of a growth management ordinance or other innovative land use controls as specified under RSA 674:21, 22, and 36. The Planning Board should assess and balance community and regional needs to determine the timing and specifics of any type of growth management strategy.

C. Amend the Cluster Development Ordinance. An amended ordinance should assist in the provision of affordable housing through the reduction of utility and infrastructure costs, and the reduction of long-term maintenance costs.

D. Maintain the Quality of the Neighborhood Environment. Limit the adverse impact of such impacts as annoyance, disturbance, or endangering the comfort, repose, health, peace, or safety of others; adopt and/or amend the noise and disorderly conduct ordinance as necessary.

E. Explore Smart Growth Techniques. In order to increase the well being of all residents, and to foster affordable housing production, consider inclusionary zoning, linkage fees, infill policies, and establishment of a local housing fund to spur activities that address these issues.

7. *Education*

A. Establish Meeting Dates for Both School and Town Budget during the month of March. Both entities should strive to bring their respective expenditures to the voters as one single package. The Capital Improvements Program (CIP) brings all capital expenses (town, school, and other) together into one document; therefore, it is of great importance that both entities use the CIP and other long-range financial strategies to give the voters the best possible detail and timing of their expenditures.

B. Increase Communication Between School Board and Town Officials. The Planning Board is the official reviewer of all land use decisions; the Town should keep the School Board abreast of all housing related approvals, and assist in its negotiations with developers in securing lands wherever possible for the expansion of the school facilities. This cooperation should occur in a formal meeting at least once every year, and include the development and transmittal of data related to building permits, certificates of occupancy, proposals for new housing units, subdivision and site plan reviews, and inclusion in technical review committee (TRC) meetings.

C. Resolve Safety and Facility Needs at Underhill School. The School Board and the Town need to jointly resolve through survey the amount of useable land at this school; to address overflow parking needs; and to review traffic flows at the entrance; and address safety concerns at the entrance and along those roads leading to the entrance. Currently it is not considered safe for students to walk or bike to this school because of safety concerns.

D. Project Student Enrollment. The Town and the School should agree jointly to obtain reliable data on short- and long-term enrollment projections in order to more realistically determine facility and land needs.

E. Strive for a More Balanced Economic Base. The Town should make every effort to encourage non-residential development in order to relieve as much as possible the burden of School expenses from residential taxpayers.

F. Monitor the High School Issue. The Hooksett School Board should continue to monitor the high school issue—whether to continue to send Hooksett students to Manchester or to seek a workable alternate solution.

G. Consider Instituting Growth Management Measures. This could be accomplished through the adoption of a growth management ordinance or other innovative land use controls as specified under RSA 674:21, 22, and 36. The Planning Board should assess and balance community and regional needs to determine the timing and specifics of any type of growth management strategy and how it might impact the enrollments at Hooksett schools.

## 8. Population

A. Consider an Updated Build-Out Analysis. The last build-out analysis was done in March of 1998 and demonstrated that if residential construction occurred in accordance with the then current zoning, the population of the Town of Hooksett would reach about 45,000. Normally, at the conclusion of a Master Plan update, the Town considers whether or not to alter its zoning districts and/or its dimensional criteria such as lot size, frontage, etc. The Town should do this at the adoption of this update, and it should commission a new build-out analysis.

## 6. Financing Strategy

While it is not possible to construct a financing strategy that accounts for every eventuality that may come to pass in the future, the Planning Board here draws a likely scenario describing a method for financing infrastructure that will be necessary as new development comes on line. This scenario describes a combination of funding sources that have come to fruition in some arrangements in the past, and thereby will likely be

played out in the future. While applicable to most developments, the following principles apply readily to transportation-related deficiencies.

There are several principles involved in such a scenario and they include the following:

1. The need for new infrastructure is customarily occasioned by new development; therefore the new development will be called upon to provide off-site improvements as has been done heretofore. This may involve water, sewer, or drainage improvements and possibly the construction of new roadways; it may also include the payment of fees in lieu of actual construction such as school, public safety, recreation and/or roadway impact fees or other transfers of funds. Some of these improvements may be located adjacent to the new development—others may be located within a “zone of influence” as the development may occasion an improvement some distance removed from the site but within a rational nexus.

2. With regard to roadway improvements, the Town may need to create a relationship not only with the applicant, but with the NH Department of Transportation (DOT) to determine appropriate funding mechanisms. Although it is most often the Town that has approved the developments along a roadway, the DOT retains jurisdiction over state roadways for safety, mobility, and capacity. There may be state or federal funds available to assist the Town with future improvements, and according to a new DOT “business plan” there may be innovative ways to solve problems in the short term, buying time for a more extensive “fix” when and if one is needed in the future.

3. It may become necessary for the Town to issue bonds or other funding from taxation for a portion of the improvements deemed necessary. One among several strategies is the tax increment financing (TIF) district wherein the increment of new taxation occasioned by new development is held in reserve for designated improvements within that district. All such funding mechanisms that involve local tax monies should be carefully investigated by the Town.

4. Based on an assumption that contributions from the development community will not solve all the traffic-related needs of the town, it may be wise to create a reserve account and build up a fund from which future needs may be augmented, or with which preliminary studies or land takings may be financed.

5. Perhaps it is time for the Town to consider an interim growth management ordinance, the purpose of which would be to limit growth for a specific period of time (perhaps a year or so). During this “interim” period, the Town could develop a more precise strategy for financing its future needs. Then, as the financing plan took shape, the community could relax the ordinance gradually and permit development to resume its more normal market-driven path.

For the most part, none of the above strategies will work on its own—the solution to our development-related problems will likely involve a combination of these and some intense negotiations among all parties. In this Master Plan, the Planning Board stresses



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## Goals & Objectives Leading to a Future Land Use Plan

the serious nature of the relationship between development proposals and the traffic-related issues that such developments bring. The financing of solutions to these problems must be studied very carefully, and the Town must look beyond the specific development and accurately assess the impact on the Town as a whole.

## 7. Timing and Implementation Strategy

There are many goals and objectives recommended in this Master Plan. Many are long-range, and will not be implemented soon. Others may be mid-range goals. The purpose of this section is to outline those steps that the Town should take right away—within the next fiscal year or so—to start the process that is designed to end in the accomplishment of these goals.

### *1. Natural Resources and Conservation Lands*

*A. That the Town immediately contact the owners of the ten (10) parcels along the Allenstown border bounded by Bear Brook State Park land to determine their interest in voluntarily placing short-term or permanent conservation easements or other protective measures on their land.* Assigned to the Conservation Commission.

*B. That the Town immediately contact the owners of the twenty or so (20+/-) parcels along the Candia border bounded by Bear Brook State Park on the north and the Andrea Avenue—Clay Street subdivision on the south to determine their interest in voluntarily placing short-term or permanent conservation easements or other protective measures on their land.* Assigned to the Conservation Commission.

*C. That the Town immediately contact the owners of the nine (9) parcels surrounding the former Shechyn subdivision (near Quimby Mountain) north of Goffstown Road to determine their interest in voluntarily placing short-term or permanent conservation easements or other protective measures on their land.* Assigned to the Conservation Commission.

*D. That the Town immediately contact the owners of the ten or so (10+/-) parcels north and west of the Pike Industries land west of Interstate 93 and south of Pine Street to determine their interest in voluntarily placing short-term or permanent conservation easements or other protective measures on their land.* Assigned to the Conservation Commission.

*E. That the Town immediately contact the owners of land within the watershed of Pinnacle Pond to determine their interest in voluntarily placing short-term or permanent conservation easements or other protective measures on their land.* Assigned to the Conservation Commission.

*F. That the Town immediately contact the Follensbee Post--American Legion and Public Service of NH to determine their interest in voluntarily placing short-term or permanent*

conservation easements or other protective measures on their land just north of the Legion parking lot and across the river from Lambert Park, and allow active recreation such as swimming and picnicking. Assigned to the Conservation Commission and the Parks and Recreation Advisory Board.

G. That the Town immediately begin to research which kinds of protective measures might be most beneficial to the Town in protecting open space land. Assigned to the Conservation Commission.

H. That the Town immediately establish a Reserve Account, in addition to the monies that regularly accrue to the Conservation Commission from land current use penalties, leading to a bond issue to purchase desirable open space lands, or development rights, as noted above. Assign to the Town Council.

I. That the Town continue its work with the Heritage Trail Committee to establish easements from property owners along the proposed trail route from Southern NH University to the Lilac Bridge and north to the Bow town line, and that the Town assist in the marking and clearing of that trail. Assign to the Town Planner.

J. That the Town immediately determine whether or not to encourage public access to Prime Wetlands, and if so, to which ones. Assign to Conservation Commission.

K. That the Town immediately determine whether or not to allow access for passive recreation to the lower portion of Brown's Brook. Assign to Conservation Commission.

L. That the Town immediately solicit and receive at least three (3) bids for the development of a Water Resources Management and Protection Plan. Assign to the Town Planner.

M. Continue to comply with the MS4 - National Pollution Discharge Elimination System (NPDES) permit requirements for stormwater discharges that are considered "point sources" of pollution. Assign to Town Planner and Highway.

## 2. Community Facilities

A. That the Town diligently and quickly determine the cost of converting the (former) Village School into a Municipal Building (Town Hall), and Community Center and take such steps as will bring this conversion to pass promptly. Assign to Town Council and Town Administrator.

B. That the Town promptly initiate a meeting with the necessary parties to establish a site for, and to take ownership of the land for the construction of a fire station at Exit 10. Assign to the Town Administrator and Town Council.

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## Goals & Objectives Leading to a Future Land Use Plan

C. That the Town promptly initiate a study to determine the cumulative impacts to the Town of the costs of development. Assign to the Planning Board.

### 3. Recreation

A. That the Town immediately establish a plan for the correction of recreation deficiencies in order that it may, within the six (6) year window, properly utilize impact fees that are being currently collected and those that will continue to be collected.  
Assign to the Parks and Recreation Advisory Board.

B. That the Town continue its work with the Heritage Trail Committee to establish easements from property owners along the proposed trail route from Southern NH University to the Lilac Bridge and north to the Bow town line, and that the Town assist in the marking and clearing of that trail. Assign to the Town Planner.

C. That the Town continue to work with developers to secure land for active recreation purposes. Assign to Planning Board and Parks and Recreation Advisory Board.

D. That the Town takes prompt steps to identify, mark, and establish a walking tour of historic sites, both past and present. Assign to Heritage Commission.

### 4. Transportation

A. That the Town should immediately take whatever remaining steps may be necessary to assist in bringing about construction of the Connector Road (College Park Drive).  
Assign to Town Administrator and Town Planner.

B. The Town should work diligently with Manchester Sand & Gravel, Southern NH University, and its engineer—Dufresne-Henry—to conclude the layout of the “southern leg” of the proposed Parkway from West Alice Avenue at Exit 9 north to the southern boundary of Manchester Sand & Gravel’s land; should determine the scope of work for, and conclude, a feasibility study, and should hire an appraiser to establish a cost for the taking of land necessary for the construction of this roadway. Assign to Town Planner and Planning Board.

C. That the Town should work diligently with Manchester Sand and Gravel to establish the network of roadways forming the Parkway through the Industrial Center—the connection with Route 3 at Brox Industries; the connection with Route 3 at Industrial Park Drive South; and the connection with Route 3 at Legends Drive. Assign to Planning Board and Town Planner.

D. That the Town should work diligently with all parties to augment commercial opportunities at Exit 11 by assisting in the establishment of an access road to the Palazzi property from Hackett Hill Road. . Assign to Town Administrator and Town Planner.

E. Within the next five years, the town should undertake a study to determine if an additional bridge crossing is necessary in the community. Assign to Planning Board and Town Planner.

5. *Economic Development*

A. That the Town should take immediate steps to convey to the public through the media what economic development projects the Town is currently working on, and engage the public through the use of public access media, newsletters, the town's website, and project-specific forums. Assign to the Town Council and Town Administrator.

B. That the Town should consider creating an economic development staff position to work with local and regional groups to bring new non-residential development and good-paying jobs to Hooksett. Assign to the Town Council and Town Administrator.

C. That the Town should immediately establish the six (6) economic development areas outlined in this Master Plan and take the necessary steps to plan for their successful development. Assign to the Planning Board.

6. *Housing*

A. That the Town should immediately take steps to fulfill its obligation to provide its fair share of affordable (work force) housing through the establishment of one or more strategies that can be legally applied to regular residential subdivisions and to multi-family site plans. Assign to the Planning Board.

B. That the Town should establish within the next fiscal year a growth management strategy that can bring residential development into line with the Town's ability to pay for related services. Assign to the Planning Board.

7. *Education*

A. That the Town and the School Department should within the next fiscal year jointly establish March dates for the presentation and voting of budgets. Assign to the Town Council, the School Board, and the Budget Committee.

B. That the Town and the School Department immediately take steps necessary to reach a satisfactory level of communication on all desired matters. Assign to the Town Council and the School Board.

C. That the Town takes immediate steps to resolve the safety and parking problems at Underhill School. Assign to Town Council and the School Board.

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## Goals & Objectives Leading to a Future Land Use Plan

D. That the Town takes immediate steps to obtain reliable school enrollment projection data. Assign to Town Council and the School Board.

### 8. Population

A. That the Town takes immediate steps to arrange for a new build-out analysis. Assign to Town Administrator and Town Planner.

# 14. APPENDICES



## Appendix A - Hooksett Major Employers 2000

**Table 14-1 - Hooksett Major Employers: 2000**

	Company Name	Address	Employees
1	General Electric Co.	31 Industrial Park Drive	800
2	Southern NH University	2500 N River Road	700
3	Granite State Marketplace	1328 Hooksett Road	443
4	Oxford Health Plans Inc.	14 Central Park Drive	400
5	Hooksett Plaza	1255 Hooksett Road	167
6	Poultry Products Co., Inc.	11 Bemis Road	160
7	Pro Con Inc. & Others	1359 Hooksett Road	153
8	Wal-Mart	1328 Hooksett Road	160
9	Cummings Printing Co.	4 Peters Brook Drive	150
10	Merchants Automotive Group	1278 Hooksett Road	150
11	Cigna HealthCare of NH	2 College Park Drive	127
12	20 <sup>th</sup> Skeet Sportsman's Club	100 Goffstown Road	110*
13	C.B. Sullivan Company	15 West Alice Ave.	110
14	Hooksett Crushed Stone	38 Hackett Hill Road	110
15	Amoskeag Beverages Inc.	4 Brookside West	80
16	Fred C. Underhill Elementary	2 Sherwood Drive	79
17	Outdoor World	4 Pleasant Street	75
18	Hooksett Memorial School	5 Memorial Drive	75
19	J.P. Noonan Transportation Inc.	240 Londonderry Turnpike	60
20	99 Restaurant and Pub	1308 Hooksett Road	53
21	McDonald's	1262 Hooksett Road	46
22	Hooksett Village Elementary	35 Main Street	45
23	Dovestar Alchemian Institute	50 Whitehall Road	40
24	Whatever Wear	2 Brookside West	40
25	Dunkin' Donuts	1284 Hooksett Road	33
26	R.G. Tombs Door Company	38 West River Road	32
27	Auto Wholesalers of Hooksett	1339 Hooksett Road	32
28	New Hampshire Liquor Store #67	25 Springer Road	31
29	New England Brace Company	10 Brace Avenue	30
30	Superior Excavating	4 Hummingbird Lane	30
31	Cocci Computer Service Inc.	1558 Hooksett Road	30
32	Kawasaki Polaris	1354 Hooksett Road	28
33	Hooksett Fire Department	15 Legend Drive	27
34	Galaxy Glass & Aluminum Inc.	114 Londonderry Turnpike	26
35	John J. Nissan Baking Company	51 Londonderry Turnpike	25
36	Pinard Waste Systems Inc.	32 West River Road	25
37	TRB Development Group Inc.	36 Londonderry Turnpike	25
38	Sullivan Tire Company	538 West River Road	25
39	Manchester Sand and Gravel Co.	1355 Hooksett Road	25
40	New Hampshire Liquor Store	I-93	25

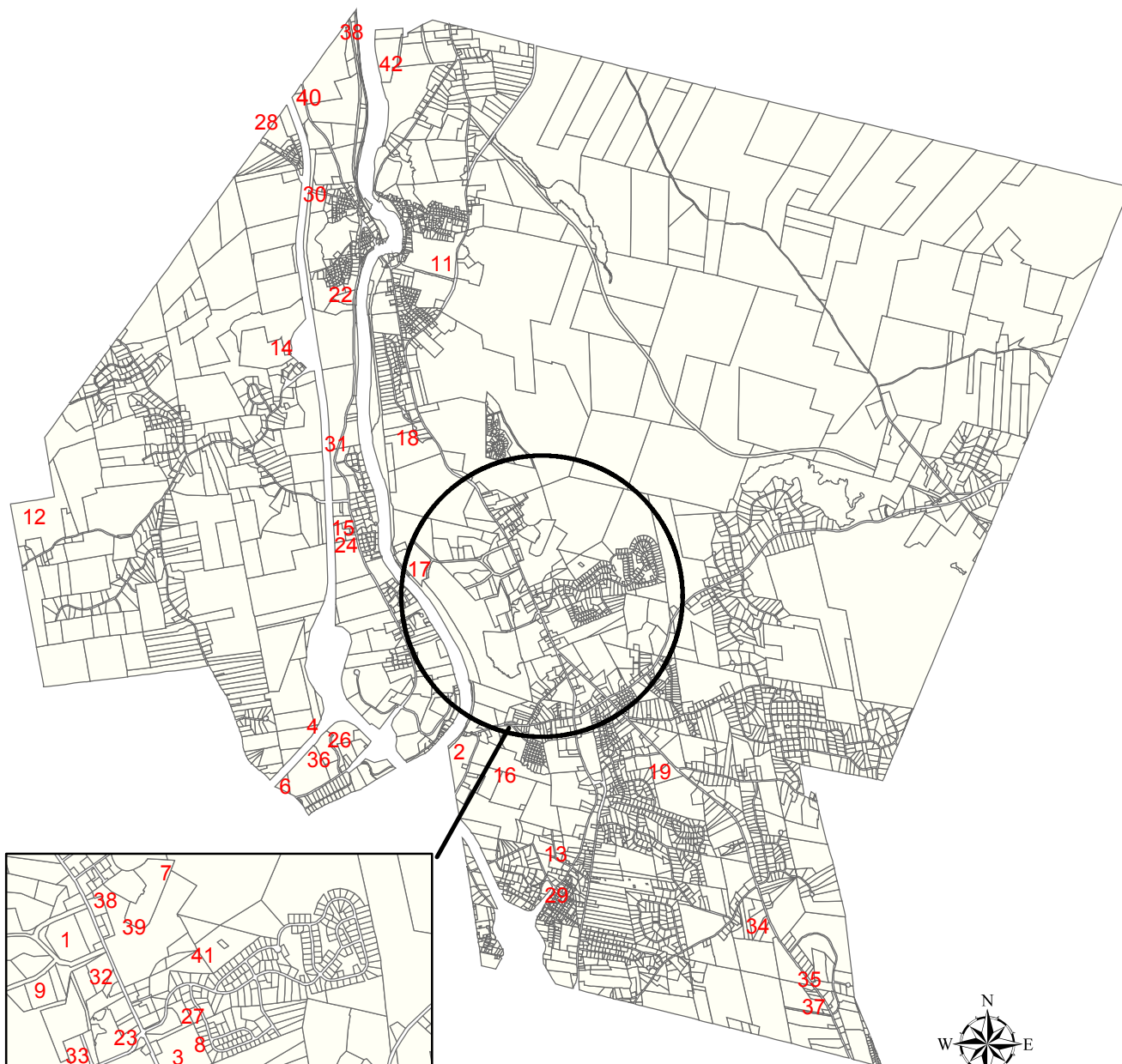
Source: Southern New Hampshire Planning Commission

\*110 Members, not employees



# Town of Hooksett Master Plan

## Major Employers



0 3,000 6,000 12,000 Feet

1 inch equals 6,337 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

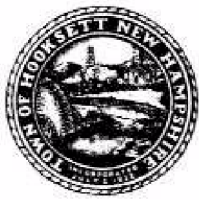
March 2004

## Appendix B - Targeted economic entities

Hooksett's economic development effort should focus on business entities that will provide good paying jobs and enrich the quality of life of Hooksett residents:

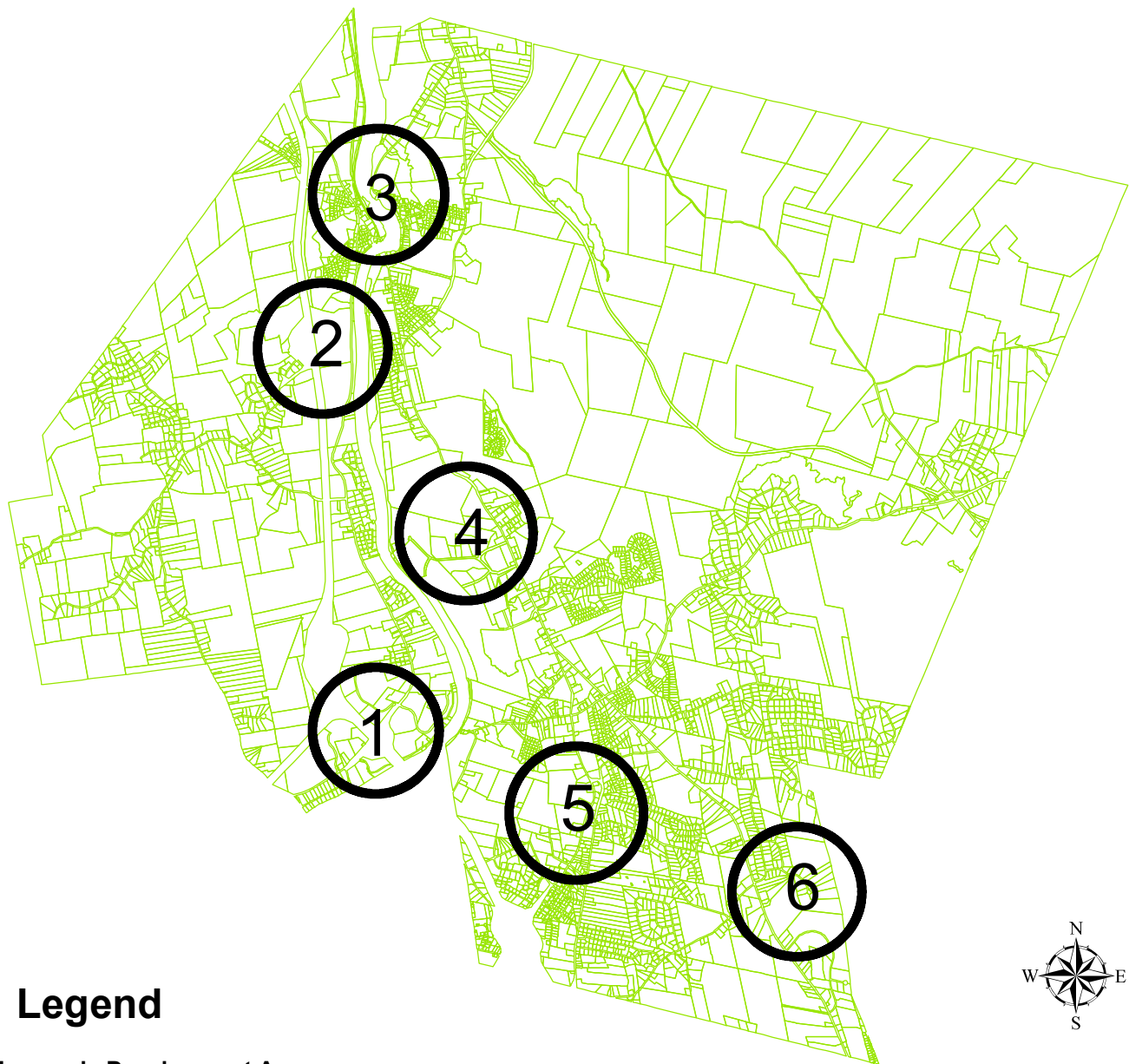
- Advertising: PR firms, advertising agencies, Sales promotion firms, Internet/electronic ad firms
- Associations: engineering, technology, natural and social sciences
- Banking/Financial Investments: Savings & loans, cooperative banks, credit unions, bank/trust companies, independent managers, insurance companies
- Healthcare: hospital consortiums, hospital management and service organizations, medical equipment agencies
- IT/Information Technology: Software development, mining, agriculture, forestry and fishing, construction, finance, insurance, real estate
- Manufacturing: Electronic and other electric equipment, instruments and related products, printing and publishing, transportation equipment
- Museums: Historical, children's museums, nature centers, national state agencies, councils & commissions
- Non-profit organizations: Arts, Culture & humanities, community improvement, capacity building, employment and job related, philanthropy, youth development
- Research Centers: agriculture; forestry; education legislative; judicial and executive offices; Technology
- Technology: biotechnology; environmental; manufacturing equipment; pharmaceuticals; manufacturing; medical; photonics; software; telecom & Internet equipment; transportation equipment
- Venture capital firms

## Appendix C - Economic Development Area Map



# Town of Hooksett Master Plan

## Economic Development Areas



### Legend

#### Economic Development Areas

- #1 Exit 10
- #2 Exit 11
- #3 Village
- #4 Route 3 North
- #5 Route 3 South
- #6 28 Bypass

0 3,000 6,000 12,000  
Feet

1 inch equals 6,413.548191 feet

Prepared by the Hooksett  
Community Development  
Department for the 2004  
Town of Hooksett Master  
Plan.

May 2005

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## Appendix D – Definition of Terms

AWDT: Average Weekday Daily Traffic (AWDT) is an average 24-hour traffic volume occurring on weekdays for some period of time less than one year, such as for a month or a season.

AADT: Average Annual Daily Traffic (AADT) is the average 24-hour traffic volume at a given location over a full 365-day year – that is, the total number of vehicles passing the site in a year divided by 365.

DES: (NH) Department of Environmental Services

DOT: See NHDOT

Centerline: TBS

LOS: Level of Service, a measure of capacity and condition of urban streets.

- LOS A – describes primary free-flow operations at average travel speeds. Vehicles are completely unimpeded in their ability to maneuver within the traffic stream. Control delay at signalized intersections is minimal.
- LOS B – describes reasonably unimpeded operations at average travel speeds. The ability to maneuver within the traffic stream is only slightly restricted, and control delays at signalized intersections are not significant.
- LOS C – describes stable operations; however, ability to maneuver and change lanes in mid-block locations may be more restricted than LOS B, and longer queues, adverse signal coordination, or both may contribute to lower average travel speeds.
- LOS D – borders on a range in which small increase in flow may cause substantial increase in delay and decreases in travel speed. LOS D may be due to adverse signal progression, inappropriate signal timing, high volume, or a combination of these factors.
- LOS E – is characterized by significant delays. Such operations are caused by a combination of adverse progression high signal density, high volumes, extensive delays at critical intersections, and inappropriate signal timing.
- LOS F – is characterized by urban street flow at extremely slow speeds. Intersection congestion is likely at critical locations, with high delays, high volumes, and extensive queuing.

MHT: The 3-letter code designation for Manchester (NH) Airport

MP: Master Plan

NHDOT: New Hampshire Department of Transportation

PB: Planning Board

ROW: Right of Way

SNHPC: Southern New Hampshire Planning Commission

## Appendix E – Traffic Counts

### AVERAGE DAILY TRIPS FOR HOOKSETT, NEW HAMPSHIRE

LOCATION	1996	1997	1998	1999	2000	2001	2002	2003	2004
ALICE AVE WEST OF NH 28 & US 3 HOOKSETT RD			1600	3900		4300			
ALICE AVE WEST OF NH 28A MAMMOTH RD							2400		
AUBURN RD AT AUBURN T/L							2000		
AUBURN RD EAST OF NH 28 BYPASS LONDONDERRY TPK				2200		1700		2400	
BENTON RD WEST OF NH 28 & US 3 HOOKSETT RD			3800		4400	5900	4600		4200
BICENTENNIAL DR SOUTH OF DONATI DR									
BICENTENNIAL DR AT MANCHESTER C/L				6300		5500			
CLOUGH AVE WEST OF NH 28 BYPASS LONDONDERRY TPK									
CROSS RD WEST OF NH 3A WEST RIVER RD				730		930	990		1000
DONATI DR OVER I-93				1800			2800	2100	
GOFFSTOWN RD AT GOFFSTOWN T/L			340	370		500	510		
GRANITE ST EAST OF MERRIMACK ST							3400		3500
HACKETT HILL RD AT MANCHESTER C/L		3400		4200	3700			4600	5600
HACKETT HILL RD EAST OF I-93 OVERPASS	1800			1900		2200	2400		
HACKETT HILL RD NORTH-EAST OF CROSS RD	1000				990	1700		1200	1200
HACKETT HILL RD SOUTH OF CORRIVEAU DR							1500		
HACKETT HILL RD SOUTH OF GOFFSTOWN RD				1000				1300	
HACKETT HILL RD WEST OF CROSS RD			1300				1800		
HACKETT HILL RD WEST OF NH 3A WEST RIVER RD							5900		5700

I-93 EXIT 9 NB-OFF RAMP TO US 3/NH 28 NORTHBOUND									4400
I-93 EXIT 9 NB-OFF RAMP TO US3/NH 28 SOUTHBOUND									3100
I-93 EXIT 9 NB-ON RAMP FROM US 3/ NH 28 NORTHBOUND									2400
I-93 EXIT 9 NB-ON RAMP FROM US 3/NH 28 SOUTHBOUND									2100
I-93 EXIT 9 SB-OF RAMP TO US 3/NH 28 NORTHBOUND									
I-93 EXIT 9 SB-OFF RAMP TO US 3/NH 28 SOUTHBOUND									2400
I-93 EXIT 9 SB-ON RAMP FROM US 3/NH 28 NORTHBOUND									4300
I-93 EXIT 9 SB-ON RAMP FROM US 3/NH 28 SOUTHBOUND									4600
MAIN ST NORTH OF MERRIMACK ST OVER MERRIMACK RIVER		11000	10000		11000	12000	13000		
MAIN ST NORTH OF NH 28 & US 3 HOOKSETT RD		5500			5900		6600	6100	
MAIN ST SOUTH OF MERRIMACK ST				6700		5600			
MARTINS FERRY RD WEST OF CEMETARY RD							8100		
MARTINS FERRY RD WEST OF NH 28 & US 3 HOOKSETT RD			2800	3100		3500			2800
MERRIMACK ST EAST OF MAIN ST					7700		8700		
MERRIMACK ST NORTHWEST OF DUNDEE HIGHLAND ST				4500				4400	
MERRIMACK ST SOUTH OF PLEASANT ST			4000			4000	4700		
MORRILL RD EAST OF NH 28A MAMMOTH RD	900	860	870		1000			1300	1200
NH 27 OVER MAPLE FALLS BROOK AT DUBES POND							3500		

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NH 27 WHITEHALL RD EAST OF NH 28 BYPASS LONDONDERRY TPK	4200	4200	4900		4900	5300			5700
NH 27 WHITEHALL RD WEST OF EVELYN ST									
NH27 WHITEHALL RD WEST OF NH 28 BYPASS	3100	2800			3000			3800	
NH 28 & US 3 HOOKSETT RD AT ALLENSTOWN T/L	14100	13000		14000	14000		14000	14000	
NH 28 & US 3 HOOKSETT RD AT MANCHESTER C/L	19800			22000	20000	24000			22000
NH28 & US 3 HOOKSETT RD NORTH OF GRANITE ST					14000		16000		15000
NH 28 & US 3 HOOKSETT RD NORTH OF NH 28 BYPASS LONDONDERRY TPK		27000	20000	27000	29000		29000	28000	
NH 28 & US 3 HOOKSETT RD SOUTH OF HUNT ST (MOBILE HOME PARK)								21000	
NH 28 & US 3 HOOKSETT RD SOUTH OF MAIN ST	20200		19000	21000				18000	19000
NH 28 & US 3 HOOKSETT RD SOUTH OF MARTIN'S FERRY RD (NH 27)			17000	18000		19000	19000		
NH 28 & US 3 HOOKSETT RD SOUTH OF NH 28 BYPASS LONDONDERRY TPK				18000	18000		18000	18000	
NH 28 & US 3 HOOKSETT RD SOUTH OF NH 28A MAMMOTH RD		16000	16000		16000		16000	16000	
NH 28 & US 3 HOOKSETT RD SOUTH OF PLEASANT ST			13000					15000	
NH 28 & US 3 NORTH OF MAIN ST					14000		14000		
NH 28 & US 3 NORTH OF MEMORIAL DR							20000		19000
NH 28 & US 3 NORTH OF NH 27 WHITEHALL RD							16000		

NH 28 & US 3 NORTH OF NH 28A MAMMOTH RD							18000		
NH 28 & US 3 NORTH OF PLEASANT ST							14000		
NH 28 & US 3 NORTH OF WEST ALICE AVE							17000		
NH 28 & US 3 SOUTH OF INDUSTRIAL PARK DR SOUTHERN ENTRANCE							23000		
NH 28 & US 3 SOUTH OF THAMES RD							21000		
NH 28 BYPASS LONDONDERRY TPK AT MANCHESTER C/L	10800	11400	11000			12000		13000	13000
NH 28 BYPASS LONDONDERRY TPK NORTH OF SMYTH RD						9300	9300		
NH 28 BYPASS LONDONDERRY TPK SOUTH OF NH 27 WHITEHALL RD			11000		11000	11000	12000	12000	
NH 28 BYPASS LONDONDERRY TPK SOUTH OF NH 28 & US 3 HOOKSETT RD		10000			10000		11000	10000	
NH 28 BYPASS LONDONDERRY TPK SOUTH OF SMYTH RD									
NH 28A MAMMOTH RD AT MANCHESTER C/L					5200			5700	
NH 28A MAMMOTH RD EAST OF NH 28 & US 3 HOOKSETT RD	4600	4600	5000	5500		5200	5100		
NH 28A MAMMOTH RD NORTH OF MORRILL RD					4400				4500
NH 28A MAMMOTH RD NORTH OF SILVER AVE							5700		5600
NH 3A NORTH OF QUALITY DR									15000
NH 3A SOUTH OF MAIN ST							18000		
NH 3A SOUTH OF PINE ST							13000		13000
NH 3A WEST RIVER RD AT BOW T/L	9900	9300	9900	9900	10000		11000	11000	
NH 3A WEST RIVER RD NORTH OF CROSS RD	10900			12000		14000	15000		



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NH 3A WEST RIVER RD NORTH OF GOONAN RD				12000		13000			14000
NH 3A WEST RIVER RD NORTH OF HACKETT HILL RD	14000					18000	17000		17000
NH 3A WEST RIVER RD NORTH OF I-93	14200					16000		19000	21000
NH 3A WEST RIVER RD NORTH OF QUALITY DR									
NH 3A WEST RIVER RD SOUTH OF CROSS RD									14000
NH 3A WEST RIVER RD SOUTH OF HACKETT HILL RD							11000		12000
NORTH RIVER RD SOUTH OF MARTINS FERRY RD							6900		5900
PINE ST AT BOW T/L				1400	1400		1600		
PINE ST WEST OF ARDON DR	1800				1400	2100			2000
PLEASANT ST AT ALLENSTOWN T/L	5200	5100		5700	5800		6400	5700	
PLEASANT ST NORTH OF NH 28 & US 3 HOOKSETT RD			2000				1900		
PRESCOTT HEIGHTS RD NORTH OF SMYTH RD					340			380	
SMYTH RD AT MAMCHESTER C/L	1700	1500	1600	1400			1900		
SMYTH RD WEST OF NH 28 BYPASS LONDONDERRY TPK								2300	
SOUTH BOW RD AT BOW T/L		500		560	681		750		
SOUTH BOW RD NORTH OF HACKETT HILL RD									
US 3 & NH 28 HOOKSETT RD SOUTH OF ALICE AVE									
US 3 & NH 28 HOOKSETT RD SOUTH OF GRANITE ST									
US 3 & NH 28 HOOKSETT RD SOUTH OF LINDSAY RD							26000		
US 3 & NH 28 HOOKSETT RD SOUTH OF MEMORIAL DR							21000		

WHITEHALL RD EAST OF NH 28 & US 3 HOOKSETT RD							3800		4000
ZAPORA DR EAST OF NH 28A MAMMOTH RD									
ZAPORA RD EAST OF SPRINGWOOD DR							3100		

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## Appendix F - Educational Statistics to Consider:

The majority of new housing units 1990-2000 were single family homes (per housing chapter statement) which correlates with a 28% increase in k-8 student growth during that period and a 27% increase in high school enrollments. These 625 single family homes built between 1990-2000 represented 86.5% of the total number of units built (722 total units/homes built). If you take years 1991-2001 you would get a 36% growth rate.

### **Student enrollments 1990-2000 (see chart 1991-2001 per SAU 15):**

1991 year	1090	k-8 grades	342	9-12 gr	=	1432 total students
2001 year	1415	k-8 grades	534	9-12 gr	=	1949 total students

36% growth (28% if you take 1990-2000 SAU figures)

If we use the prediction of 625 single family homes x .65 child per household = 406

we would assume 406.25 new students due to those 625 homes  
this number would not include the other 13.5 % other homes which  
would add 97 homes (13.5%) x .37 = 36 new students projected  
406 + 36 new students projected = 442 students projected

### **Hooksett student growth 1990-2000 (1991-2001 SAU chart), Actual vs Projected:**

Compare the equation above to see the difference in actual vs projected student growth given .65 child per single family home and .51 child per mixed housing types:

**Projected student growth = 442 new students**

**Actual student growth = 517 new students added to grades k-12**

75 students enrolled beyond projections using the above equation during the period 1991-2001, that leaves us short 3-4 classrooms and teachers approx. given a class size between 20-25 students

***A 3 % growth rate is projected given a 5 yr average model as of this year 2003 by the SAU 15***

### *Education Statistics to Consider*

#### **3 Year Figures, MPUC 2002/2003 Certificate of Occupancies, Building Permits**

##### **Hooksett Town Total Certificate of Occupancies (not building permits) issued:**

	<b><u>Residential co's</u></b>	<b><u>Total co's</u></b>
year 1997	122 residential	138 CO's
year 1998	140	157 CO's
year 1999	91	114 CO's
year 2000	71	93 CO's
year 2001	119	149 CO's
year 2002	104	140 CO's
year 2003	146 residential	176 CO's (as of Nov. 2003, year ends Dec. 31)

##### **Hooksett Residential Building Permits Issued Yearly:**

year 1996	52 residential	74 total building permits
year 1997	105 residential	109 total
year 1998	127 residential	134 total
year 1999	96 residential	104 total
year 2000	83 residential	93 total
year 2001	125 residential	140 total
year 2002	<b>281*residential</b>	292 total (*134 are condos on Rt.3A)
year 2003	106 residential	_____total

##### **Hooksett School District Yearly enrollment increases per SAU #15:**

	<b><u>Yearly Enrollment increase</u></b>	<b><u>Total student enrollments k-8 fall #'s</u></b>
year 1998-99	5.13 % increase	year 1999 1312 total students k-8
year 99-2000	7.85 % increase	year 2000 1415 students
year 00-2001	-.64 % increase	year 2001 1406 students
year 01-2002	.50 % increase	year 2002 1413 students
year 02-2003	1.34 % increase	year 2003 1431 students

**5yr average model for student enrollment growth for yr. 2003 = 2.84% or 3% projection**

##### **Notes:**

-285 new students k-12 in Hooksett during 1999-2001, k-8 student enrollment grew by 28% 1990-2000  
 -our town ranks 18<sup>th</sup>, out of 234 in state for growth = 33.69% (during 1990-2000) Bedford growing 45.46%, see photocopy of chart by NH state planning  
 -Hooksett population growth projections of 1997 by SNHP have been very underestimated. We are at approx. 12,000 population currently. Southern planning predicted in 1997 that population would be: 10,488 in year 2005 for Hooksett, 10,876 in 2010 and 12,219 for 2020.

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### **Hooksett School District Total Enrollments & School Capacities:**

#### **Current Enrollment Totals as of Fall Recording per SAU #15:**

	year 2002 (9-3-2002)	year 2003 (9-2-2003)
Kindergarten	119	154
1st Grade	147	152
2nd Grade	202	143
3rd Grade	144	202
4th Grade	153	151
5th Grade	163	158
6th Grade	149	159
7th Grade	155	157
8th Grade	181	155

\*contact SAU #15 for most up to date enrollment figures

#### **Total student fall enrollment per School :**

	<u>year 2002</u>	<u>year 2003</u>
Underhill	617	651
Village	316	309
David R. Cawley	476	471
Total k-8 students	1409	1431

#### **School Facility students served as of 9-3-02 :**

Underhill-	611	Facility maximum capacity: 550	*serving K-3
Village-	315	Facility maximum capacity: 300	*serving grades 4-5
Memorial-	490	Facility maximum capacity: 400	*serving 6-8 grades

#### **Current School facility students served as of 9-2-03 if we are to assume new Memorial School facility in place as it will be in fall 2004:**

	<u>Enrollment 2003/04</u> <u>+ 3% projected growth</u>	<u>School capacity as of 2004</u>
Underhill-	449 + 40 (k-2)	550 *plan is to serve K-2 as of 2004 (14 + 25?)*
Memorial-	511 + 15 (3-5)	675 *plan is to serve 3-5 grades as of 2004
Cawley Middle School-	471 + 14 (6-8)	675 (the core is built for 900, with future approval of newly constructed classrooms/addition it can serve - 900) serving grades 6-8

\*1st grade usually gains a group of students from private Kindergarten that enter 1st grade at Underhill, it is difficult to predict the exact number of students coming from private kindergartens

**FACT:** k-8 enrollments grew by 28% in the decade 1990-2000, high school enrollments grew by 27% in the decade 1990-2000

## **ASSESSMENT OF GROWTH FACTORS**

We have identified three factors that effect student enrollments. One factor is the number of births per household that tend to fluctuate due to demographics. A second factor is the housing types or mix of housing types. Thirdly, and most importantly is the number of housing units.

### 1. Variations in birth rates

The projected growth in school population can be determined by calculating the increase in housing units, by the mix of housing types, and by the regional birth rate.

### 2. Types of Housing Units

One type of housing unit is the single detached single family home, which has a higher number of children per household figure. The second category would be all other types of housing units, which would include condominiums, apartments and multi-family dwellings.

### 3. Number of Housing Units

The number of housing units is going to correlate strongly with the number of students. We will be using the figure of “ 1000 ” housing units to show the projected impact on student enrollments.

\*\*\*\*\*

In this first graph we are using figures from Bruce Mayberry’s report for the Town of Hooksett to show the impact of various housing types. If we look at the total K-12 grades we can project for a single detached house a child per household figure of 65 . If we look at all other housing types (condos, apts, multi-family) we can project a .37 child per household figure. If we combine these two housing types and call it a 50 / 50 mix ( 50% single family and 50% all other types ) we would project a .51 per household average figure.

\*\*\*\*\*

In this second graph we show the impact of 1000 new housing units on our student enrollments assuming a 50 / 50 mix of housing types for grades k -12. We can project that approximately 500 new students will enter our school district.

In a second example, if we take the 281 residential building permits granted in Hooksett last year, which are a good example of a 50/50 mix of housing types, we can multiply 281 by .51 children per household and project that approximately 143 new students will be entering our schools requiring additional space and staff to accommodate them. If we had the possibility of another 281 residential building permits issued this year we



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## Appendices

would add another 143 students assuming a 50/50 mix. This would total approximately 300 new students in our schools. If we continue to add you can see the serious and short term impact on facilities.

(281 residential permits: 147 single detached + 134 condos granted in Hooksett, year 2002)

(total building permits issued in Hooksett, year 2002, was 292 of which 281 were residential)

**Appendix G – Summary of the First Charrette*****EXERCISE #1 WHAT ARE THE POSITIVE THINGS ABOUT HOOKSETT VILLAGE THAT WE SHOULD WORK TO RETAIN IN THE FUTURE?*****TABLE 1**

1. Robie's store
2. The river/the geography
3. Parks/playgrounds/recreation (hiking trails) wild spaces
4. Family oriented neighborhoods - people interact with side walks, connected

**TABLE 2**

1. Quality of natural resources, recreational possibilities and access to river
2. Small town atmosphere, friendly neighbors, small size, historic sites close together
3. Access to major arteries
4. Sports facilities and programs

**TABLE 3**

1. River
2. Historic - Architectural core area
3. Potential train station (re-instatement)
4. Recreation fields: maintained, compact, walking distance.
5. Center Village

**TABLE 4**

1. Robie's
2. Sense of center
3. Lilac Bridge
4. Village School

**TABLE 5**

1. Historical aspects
2. Lilac Bridge
3. Great potential for community center
4. Parks (Veterans, Donati, Lamberts)
5. Great views/scenery

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TABLE 6

1. Village school
2. Riverfront
3. Heritage Trail

COMMON THEMES - Positives to be Retained

1. The river and the riverfront
2. The sense of a community center
3. Small town atmosphere/character
4. Nice residential neighborhoods/friendly neighbors
5. Robie's
6. Availability of recreational facilities/parks/playgrounds
7. The Village School
8. The Lilac Bridge
9. Historical character/buildings
10. Ability to walk
11. Natural resources/scenic views/open land

*EXERCISE #2 WHAT ARE THE THINGS THAT NEED TO BE IMPROVED OR CHANGED ABOUT THE VILLAGE?*

TABLE 1

1. Decrease traffic at Merrimack/Granite/S. Main suicide corner at Main Street/ Route 3, Main Street 3-A.
2. Need of community center for all ages
3. Improve sidewalk access
4. Need neighborhood businesses like restaurants, stores, etc.

TABLE 2

1. Traffic:
  - a. bridge too large and too small
  - b. no sidewalks
2. No vision for:
  - a. preservation of nature during real estate development
  - b. small town preservation
  - c. money talks
3. Inadequate Town Hall facilities

TABLE 3

1. Traffic:

- a. flow-narrow roads
  - b. speed
  - c. shortcut on Riverside Road, etc.
- 2. Amenities:
  - a. compared to Suncook
  - b. limited services
  - c. lack of retail
- 3. Access:
  - a. river,
  - b. walking path
  - c. Heritage Trail
  - d. Pinnacle
  - e. other open space
- 4. No gateways

TABLE 4

- 1. Village school - redo or re-use
- 2. Safety - roads and intersections
- 3. Traffic on bridge
- 4. Destination facilities

TABLE 5

- 1. Traffic!! Too much!!
- 2. Town Hall is too small
- 3. Lilac Bridge is in disrepair
- 4. Preservation of scenery
- 5. Underutilized river/limited access

TABLE 6

- 1. More businesses in village
- 2. Use empty buildings for community purposes
- 3. Develop riverfront for people

COMMON THEMES - Things that Need to be Changed or Improved

- 1. Traffic
- 2. Improved sidewalks/pedestrian facilities
- 3. Upgraded Town Hall
- 4. More businesses, services, and amenities in the Village
- 5. Improved access to/utilization of the river
- 6. Preservation of natural resources/scenic aspects
- 7. Reuse of the Village School
- 8. Lack of gateways

*EXERCISE #3 WHAT ARE THE OPPORTUNITIES FOR IMPROVING HOOKSETT VILLAGE?*

**A. Low/No Cost Opportunities**

TABLE 1

1. Plant flowers, bushes, trees
2. Grant writers (private non-profits)
3. Code enforcement on problem properties
4. Monitor what we already have (cut grass, kill poison ivy)

TABLE 2

1. Organize civic groups to undertake maintenance activities and beautification and clear trails
2. Street side landscape
3. Pedestrian crossings
4. Trails

TABLE 3

1. Special reg's for Village Center (overlay district)
2. Landscaping - gateways, parks, signs
3. Trail system
4. Town beach
5. Negotiate access to Pinnacle and Pinnacle Pond

TABLE 4

1. Adopt a spot programs: civic clubs, businesses
2. Pathways and trails: Heritage Trail, opportunities for trails, and interconnecting for large areas
3. Signage: announcing areas, historic, parks (Lambert, Donati)

TABLE 5

1. Theme for village
2. Utilize civic groups to "adopt a spot"
3. Flowers/planters at key gateways

TABLE 6

1. Village zoning performance standards

2. Apply for grant money
3. Landscape engineer plan: plantings, lighting, street scaping
4. Mother Theresa
5. Citizen sweat equity
6. TIF designation (private, public finance initiatives)

#### COMMON THEMES - Low cost improvements

1. Undertake activities to beautify the village - landscaping, adopt-a-spot program, gateways
2. Create trails/pedestrian connections
3. Seek outside funding for village improvements
4. Maintain what we have
5. Improve the streetscape
6. Create special zoning for the village

#### **B. Improvements to the Public Realm**

##### TABLE 1

1. More and better sidewalks, connect them
2. Widen and improve roads to easy traffic problem
3. Build new connector road (cross the river to exit 11)
4. Make sure we can swim in the Merrimack

##### TABLE 2

1. Open Lilac Bridge
2. Develop village school for community use
3. Do not expand river crossing
4. Build new bridge away from village

##### TABLE 3

1. Convert village - community center and/or town hall
2. Town Hall - restricted commercial development
3. New road/bridge to exit 11
4. Street: walkway lighting, widen sidewalks, beautification
5. Swimming - public beach
6. Restore Lilac Bridge

##### TABLE 4

1. Lilac Bridge
2. Integrating rec fields and trail system through town.



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TABLE 5

1. Picnic area in Robie's "loop"
2. Connector from CIGNA to Main Street designed for livable walkable community to include pedestrians and bikes
3. Stop lights: H.Hill/3-A; Main/Merrimack; Granite Hill/Route 3; Main/Riverside Drive.
4. Signs for local facilities/services historical markers

TABLE 6

1. Sponsoring community events/calendar\*
2. Walkways, bike paths, picnic areas, performance venues
3. Manage our traffic

\*already exists in Library website

### COMMON THEMES - Improvements to the "Public Realm"

1. Improve sidewalks and pedestrian connections
2. Restore the Lilac Bridge
3. Develop a new bridge and connector road to remove traffic from the village
4. Establish a Town beach
5. Expand the trail system/Heritage Trail
6. Create a village/pedestrian, walkable scale/design of the connector road/upgrade Robie loop

### **C. Improvements That Involve Private Land or Buildings**

TABLE 1

1. Allow, encourage Robie's to install waterfront access café.
2. Create guidelines for new home constructions looks - want village scale
3. Better define zoning in the village performance zone, inclusionary zone

TABLE 2

1. Future development should preserve village character
2. Commercial and residential development together/commercial development blend in with existing Robie's character.
3. Public incentives for pure improvements
4. Limit new growth
5. Buy land for conservation

**TABLE 3**

1. Heads Pond access and proposed town beach = sooner = now
2. Village area = redevelopment area exempting/low cost programs, improvement incentives
3. Pinnacle area access
4. Prohibit developers from attempting to construct an alternate town center
5. Establish a redevelopment authority

**TABLE 4**

1. Professional office space
2. Heritage Trail as it impacts private land

**TABLE 5**

1. North of Legion - riverfront cleanup
2. Easement from legion for river access
3. Donation of land for public use by CIGNA (park, esplanade, etc.)

**TABLE 6**

1. Neighborhood improvement initiatives
2. Encourage developments and private landowners } provide access to each other and integrate open space and public pathways

**COMMON THEMES - Improvements that involve private property**

1. Encourage village character development/village zoning
2. Design guidelines
3. Create an administrative mechanism to accomplish improvements
4. Improve public access - river @ Robie's, the Pinnacle, Head's Pond
5. Create incentives/financing tools
6. Maintain open space as development occurs