

Shaun Mulholland
Town Manager

Kellie Caron
Deputy Town Manager



Town Council
Ron Dunn, Chair
Shawn Faber, Vice-Chair
Ted Combes
Dan Bouchard
Deb Paul

Town of Londonderry • 268B Mammoth Road • Londonderry, NH 03053

Londonderry Town Council Meeting
Monday, May 4, 2026, 7 p.m., Moose Hill Council Chambers

A. CALL TO ORDER

B. PUBLIC COMMENT

1. Proclamation – 57th Annual Professional Municipal Clerks Week

C. BOARD APPOINTMENTS & REAPPOINTMENTS

1. Resignation of Megan Thompson from the Heritage Commission

Documents:

[2026-03-30 THOMPSON RESIGNATION HC.PDF](#)

D. PUBLIC HEARING

1. None

E. NEW BUSINESS

1. Receive a presentation from the Londonderry Arts Council (LAC) regarding 2026 Concerts on the Common.

(Londonderry Arts Council)

2. Receive an informational presentation regarding the Water Special Assessment District.

(Kirsten Hildonen, Administrative Services Director)

Documents:

[2026-05-04 WSAD COVER SHEET.PDF](#)
[2026-04-13 WSAD PRESENTATION.PDF](#)

F. OLD BUSINESS

1. Discuss and schedule a public hearing for May 18, 2026 regarding the proposed revision to the Municipal Code, repealing Title I, Chapter XXIX, and adopting Chapter 20 Code of Ethics.

(Kirsten Hildonen, Administrative Services Director)

Documents:

[2026-05-04 CODE OF ETHICS COVER SHEET.PDF](#)
[2026-05-04 CHAPTER 20 ETHICS FINAL DRAFT.PDF](#)
[2026-05-04 TITLE I CHAPTER XXIX CODE OF ETHICS.PDF](#)

2. Continue the discussion regarding a zoning amendment – Planned Unit Development Ordinance LZO Section 5.2. that is scheduled for a public hearing on May 18, 2026.

(Kellie Caron, Deputy Town Manager, Director of Economic Development)

Documents:

2026-04-06 AGENDA ITEM COVER SHEET_PUD.PDF
1. SUMMARYMEMO_LZO5.2PUD_10.08.25.PDF
2. LZO5.2_PUD AMD_DRAFT TC SR_04.20.26.PDF
3. CURRENT_LZO_PUDSECTION5.2.PDF
4. LONDONDERRY PLANNING BOARD DRAFT MINUTES 3-23-26.PDF
5. ORDINANCE 2026-06_LZO 5.2 PUD ORDINANCE.PDF
THE FOLLOWING COMMENTS WERE SUBMITTED BY COUNCILOR PAUL.PDF
2026-04-20 - COUNCILOR PAUL COMMENTS.PDF

3. Review and Discussion of the proposed draft Strategic Plan for refinement.

(Kirsten Hildonen, Administrative Services Director)

Documents:

2026-05-04 STRATEGIC PLAN DISCUSSION COVER SHEET.PDF
2026-05-04 STRAT PLAN DRAFT FOR MAY 4 DISCUSSION.PDF
2026-05-04 STRATEGIC PLAN PROPOSED CHANGES.PDF
2026-04-13 STRATEGIC PLAN WORKSHOP NOTES.PDF
2026-04-22 STRATEGIC PLAN WORKSHOP NOTES.PDF
2025-07-21 STRATEGIC PLANNING MEMORANDUM.PDF
2026-04-13 STRATEGIC PLANNING COVER SHEET.PDF

G. APPROVAL OF CONSENT ITEMS

1. Acceptance of Town Council meeting minutes from April 20, 2026

Documents:

[TC-MINUTES-2026-04-20.PDF](#)

2. Authorize acceptance of NH DES Household Hazardous Waste Grant in the amount of \$4,804.

Documents:

[2026-05-04 HHW GRANT LETTER OF ACCEPTANCE.PDF](#)
[FY-27 GRANT AGREEMENT PKG.PDF](#)

3. Authorize the request for the release of a lien and abatement of axes for a mobile home located at 22 Chapparel Drive in the Ponderosa Mobile Home Park.

Documents:

[PONDEROSA MOBILE HOME PARK OWNER REQUEST FOR ABATEMENT.PDF](#)
[COURT RULING, WRIT OF POSSESSION 22 CHAPPAREL.PDF](#)

4. Authorization to amend the Construction Management Agreement with Pennichuck Water Works and expend \$4,881,466 on Phase II of the High Range Road Water Main Project.

H. OTHER BUSINESS

1. Liaison Reports

2. Town Manager Report

I. PUBLIC COMMENT

J. NON-PUBLIC SESSION

1. Pursuant to RSA 91-A:3, II(b), discussion regarding the hiring of a public employee.

K. ADJOURNMENT

L. MEETING SCHEDULE

1. Proposed Future Agenda Items: Dates may be tentative, and this list is not considered all-inclusive

a. May 18, 2026; Moose Hill Council Chambers; 7 p.m.

- **Public Hearing:** Receive Public input, discuss and act upon a proposed revision to the Municipal Code, repealing Title I, Chapter XXIX, and adopting Chapter 20 Code of Ethics
- **Public Hearing:** Receive public input, discuss, and act upon a zoning amendment – Planned Unit Development Ordinance LZO Section 5.2
- Discuss and schedule a public hearing for June 1, 2026 to adopt TC-105 Use of Legal Counsel Policy
- Discuss and provide guidance to the Town Manager for the development of the FY 2028 Budget
- Review and Discussion of the proposed draft Strategic Plan for Refinement

b. June 1, 2026; Moose Hill Council Chambers; 7 p.m.

- **Public Hearing:** Receive public input, discuss, and adopt TC-105 Use of Legal Counsel Policy
- Receive an update on the Londonderry Child Passenger Safety Program Celebrating 25 Years of Community Service
- Receive a presentation from the Traffic Management Working Group (TMWG) regarding the strategy and plan to address traffic safety and traffic congestion in the community
- Discuss, review and consider the request for re-licensing Murray's Auto and Recycling, Inc., located at 55 Hall Road, Londonderry, pursuant to RSA 236:121
- Discuss and schedule a public hearing for June 15, 2026 regarding the proposed revision to the Municipal Code, repealing Chapters I & II of Title V, and adopting Chapter 4 Administrative Departments
- Discuss and schedule a public hearing for June 15, 2026 regarding a proposed revision to the Municipal Code, repealing Chapter III of Title V, and adopting Chapter 10 Boards, Committees, and Commissions
- Discuss and set a public hearing for June 15, 2026 regarding the Water Special Assessment District
- Discuss and act upon options for the Perry House wood as discussed at the February 2, 2026 Town Council meeting
- Review and Discussion of the proposed draft Strategic Plan for Refinement

In addition to the items listed on the agenda the Town Council may consider other matters not on the posted agenda and may enter a



*non-public session or convene in a non-meeting in accordance with RSA 91-A if the need arises.
most recent Town Council agenda online.*

View the

Fw: Heritage Commission

From Arthur Rugg <arugg@tolboards.org>

Date Mon 2026-03-30 5:34 PM

To Kirsten Hildonen <KHildonen@londonderrynh.gov>

Cc Kellie Caron <kcaron@londonderrynh.gov>

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi Kirsten,

See below - Megan Thompson is resigning from the Heritage Commission.

Thanks,
Art

From: Megan Thompson <mthompson@tolboards.org>

Sent: Monday, March 30, 2026 3:44 PM

Cc: Arthur Rugg <arugg@tolboards.org>

Subject: Heritage Commission

Hi Art,

Hope this finds you well!

I wanted to let you know that I am resigning from the Heritage Commission. Unfortunately, childcare has made it difficult for me to attend regularly. Thank you for what you do for the town,

Megan Thompson



Town of Londonderry, New Hampshire
268B Mammoth Road • Londonderry, NH 03053
(603) 432-1100 • londonderrynh.gov

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/4/2026
Submitted By: ASD Kirsten Hildonen
Department: Town Manager's Office

Contact Information: khildonen@londonderrynh.gov
Estimated Discussion Time: 10 minutes
TC OFFICE USE

Agenda Item Title: Receive an informational presentation regarding the Water Special Assessment District

Background and Purpose: At the March 10, 2026 Town election, Londonderry's voters approved the use of \$400,000 from Undesignated Fund Balance to fund a Special Assessment District for the purposes of assisting homeowners with the cost of connecting their homes to newly built water mains. This presentation is designed to provide an update to the Council on the process of creating such a district, how it will be administered, the geography of the first district, and the timeline for its presentation, approval, and rollout.

The purpose of this informational presentation is to allow Councilors the opportunity to ask questions in advance of the petition to form the district coming before the Council at a future meeting.

Action: None required at this time.

Proposed Motion: n/a

Attachments: Water Special Assessment District presentation PowerPoint



Town of Londonderry
**Water Special
Assessment
Districts**

May 4, 2026

Administrative Services Director
Kirsten Hildonen



Agenda

Definition

Process

Geography

Timeline

Special Assessment Districts

- Authority granted by NH RSA 52-A:2, II:
 - *For the purpose of providing public facilities and services within any special assessment district, the town or city may levy and collect service charges, special assessments, or other charges within the district, and borrow and expend money, and issue bonds, notes, and other obligations of indebtedness, which powers shall be exercised in the manner and subject to the limitations provided by this chapter and by the general laws of the state.*
- Improvements must “peculiarly and specially” benefit the district, and the assessments must be leveraged proportionate to the benefit received.



Connecting Homes to Water Mains:

- Covers the construction cost to connect a home to a curb stop (service) after the resident applies for all other available funding (i.e., state rebate).
- Property owner must have a written estimate from a contractor.
- Property owner pays an administrative fee (dependent on length of assessment) and no interest.
- The cost of the connection is paid back via property taxes over a fixed period of time.
- Does not cover the cost of water company charges / fees for inspection or connection.

Initiation & Establishment

Initiated by Petition to Governing Body

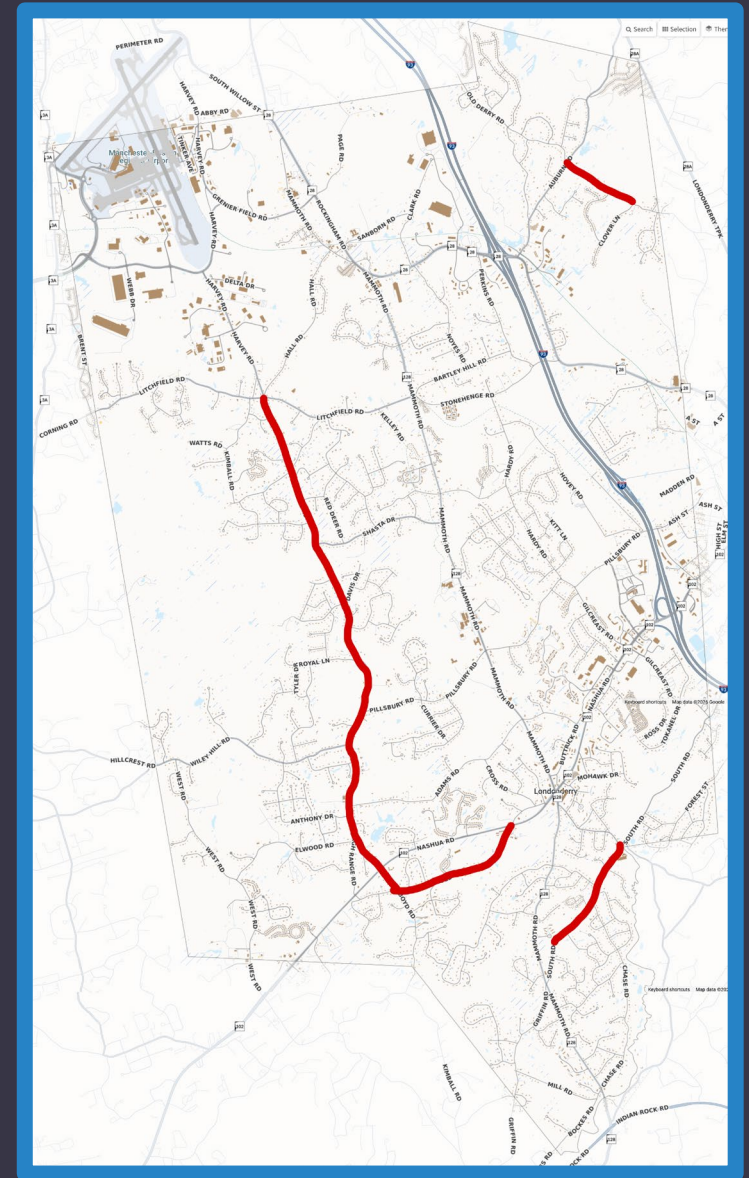
- Must include a map (no requirement for contiguity)
- Must include an improvement plan with budget & fee structure
- Signed by at least owners of 50% of lots representing 65% of valuation

Establishment

- Town Council receives the petition
- Notice of hearing goes out via mail to all properties in the district
- Town Council holds a hearing on the improvement plan
- Town Council approves the district

Geography

- Initial special assessment district will include all homes with a NEW water line extension and curb stop that we anticipate will be operational by the end of the 2026 construction season:
 - High Range Road (east side and non-SGPP waterline west side)
 - Parmenter Road
 - Old Nashua Road (Parmenter Rd east to 102)
 - South Road (South School to approximately 32 South Rd)
 - Old Derry Road (Auburn Rd to Clover Ln)



Total Eligible Properties

Roads	Approximate number of connections
Parmenter Rd	20 properties
High Range Road	88 properties
Old Nashua Road	28 properties
South Road	43 properties
Old Derry Road	18 properties
TOTAL	197 properties (estimated)

Timeline





Questions



Town of Londonderry, New Hampshire
268B Mammoth Road • Londonderry, NH 03053
(603) 432-1100 • londonderrynh.gov

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/4/2026

Submitted By: ASD Kirsten Hildonen

Department: Town Manager's Office

Contact Information: khildonen@londonderrynh.gov

Estimated Discussion Time: 10 minutes

Agenda Item Title: Discuss and schedule a public hearing for May 18, 2026 regarding the proposed revision to the Municipal Code, repealing Title I, Chapter XXIX, and adopting Chapter 20 Code of Ethics

Background and Purpose: The Town of Londonderry adopted a Code of Ethics as part of Title VI its Municipal Code on January 21, 2008 and amended said code on September 9, 2014. When the Town Council repealed Title VI in its entirety on September 15, 2025, the Code of Ethics was moved to Title I, Chapter XXIX.

At its meeting on July 21, 2025, the Londonderry Town Council approved a motion directing the Town Manager to initiate and oversee the process outlined in the attached cover letter to consider the rescission and adoption of a revised Code of Ethics. As part of the process, the Town Manager's office sought feedback from staff, boards, and the public. The Town Council incorporated changes sourced from public feedback into a new draft at their meeting on October 20, 2025. The revised draft was presented for public feedback online and at a second public input session. No additional changes were proposed. The final draft is presented here to be added to the Londonderry Municipal Code as Chapter 20 Code of Ethics.

Action: Review the final draft of Chapter 20 Code of Ethics. Schedule a public hearing on its adoption for May 18, 2026.

Proposed Motion: *MOVED by the Londonderry Town Council to hold a public hearing on May 18, 2026 at 7 p.m. in the Moose Hill Chambers of the Londonderry Town Hall to repeal Title I, Chapter XXIX of the Municipal Code and adopt Chapter 20 Code of Ethics in its place.*

Attachments: Title I, Chapter XXIX Code of Ethics (old version); Chapter 20 Code of Ethics (new version)



Town of Londonderry, New Hampshire

Administrative Code – Chapter 20 Ethics

SECTION 20.1 – PURPOSE

The Town of Londonderry is committed to maintaining the highest standards of ethical conduct. This Ethics and Conflict of Interest Policy for Town Employees, Elected Town Officials, Appointed Town Officials, and Volunteers establishes a unified framework for the continued expectations concerning ethical behavior of Town Employees, Elected Town Officials, Appointed Town Officials, and Volunteers. In compliance with applicable federal and state regulations, this Policy also includes provisions prohibiting lobbying activities during work and the use of Town resources for lobbying activities.

SECTION 20.2 – SCOPE

This Policy applies to all Town Employees, Elected Town Officials, Appointed Town Officials, and Volunteers acting in an official capacity for the Town. This Policy does not apply to employees, officials, or volunteers of the Leach Library or the Londonderry School District.

SECTION 20.3 – DEFINITIONS

As used in this chapter, the following terms shall have the following meanings:

CONFLICT OF INTEREST

Any situation where a private pecuniary or personal interest, as defined in this Policy, could interfere with the proper discharge of a public duty. That pecuniary or personal interest must be “immediate, definite and capable of demonstration; not remote, uncertain, contingent or speculative” (*Atherton v. Concord*, 109 N.H. 164 (1968)).

ELECTED TOWN OFFICIALS AND APPOINTED TOWN OFFICIALS

Town Councilors and members of Town Boards, Committees, and Commissions, when acting in a position other than as a member of the general public.

ELECTIONEERING

Activities intended to influence the outcome of a vote on any question or office, as defined in NH RSA 659:44-a.

LOBBYING

Actions designed to influence the decision-making process of governmental bodies, voters, or officials, including promoting or opposing legislation or administrative actions.

PECUNIARY INTEREST

Any private financial advantage (whether in the form of money, property, commercial or other interest), the primary significance of which is economic gain from the outcome of one's official actions. Financial advantage applicable to the public at large, such as reduced taxes or increased general prosperity, does not constitute a pecuniary interest, for the purpose of this Ethics Policy.

PERSONAL INTEREST

Any direct benefit or non-financial interest in the outcome of a matter when such benefit or interest could influence one's official actions. Examples of direct personal benefit include family relationships (by blood or marriage), employment relationships, and/or business relationships that would bias one's official decision-making against the public interest. Official interest as a function of one's elected or appointed position does not constitute a personal interest, for the purpose of this Ethics Policy.

RECUSAL

The act of removing oneself from participating in any official matter due to a conflict of interest.

TOWN EMPLOYEES

Individuals who work for the Town and in return are compensated pursuant to the Fair Labor Standards Act and applicable state law.

TOWN RESOURCES

Includes, but is not limited to, Town funds, real and personal property, intellectual property, computers and IT systems including emails and social media and websites, equipment, Town Employee time, and facilities.

VOLUNTEERS

Individuals who are not Town Employees, Elected Town Officials, Appointed Town Officials or independent contractors or vendors for the Town, and who perform various functions for the benefit of the Town and its operations on a strictly volunteer basis and who are not compensated in compliance with the Fair Labor Standards Act and applicable state law.

SECTION 20.4 – ETHICAL STANDARDS

All Town Employees, Elected Town Officials, Appointed Town Officials, and Volunteers are expected to:

- A. Act in the best interest of the Town and its residents.
- B. Disclose any personal or financial interests in matters affecting the Town.
- C. Recuse themselves from discussions or decisions where a conflict of interest exists.
- D. Conduct Town business transparently, fairly, impartially and with integrity.
- E. Openly conduct the public's business (unless legally confidential under RSA 91-A:3 or other applicable law, rule, or regulation), with the care, competence, and diligence appropriate to the responsibilities of public service.

SECTION 20.5 – PROHIBITED ACTIVITIES

A. Conflict of Interest

1. No Town Employee, Elected Town Official, Appointed Town Official, or Volunteer shall use their position for personal gain or allow private interests to affect their public duties.
2. Individuals must disclose conflicts of interest and abstain from related decisions or actions.

B. Electioneering and Lobbying:

1. Town Employees shall not engage in lobbying activities during work hours or use Town resources for lobbying purposes. The Town Manager may authorize Town Employees to advocate on behalf of the Town regarding matters that are germane to the Town and are not contrary to the legislative policy positions of the Town Council.
2. Lobbying includes advocating for the public to influence Town Council decisions or any other Town governmental process.
3. Town Employees are prohibited from using Town property, including but not limited to, email accounts, websites, or social media, for any lobbying or electioneering purposes.
4. **Federal Grant Restrictions:** In accordance with federal regulations, no appropriated federal funds may be used to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, grant, loan, or cooperative agreement. Conflicts of interest must be disclosed in writing to the federal DOT component in accordance with the federal award agency policy.
5. **State Grant Restrictions:** Recipients of state funds are prohibited from using such funds for lobbying activities. Organizations receiving state funding must segregate these funds from those used for lobbying purposes, ensuring physical and financial separation.

C. Use of Town Resources:

1. Town facilities, equipment, and Town Employees' time may not be used for lobbying, political advocacy, or electioneering. This provision does not prohibit the expenditure of Town funds for membership fees to professional organizations which are relevant to Town Employees' performance of their jobs, such as the NH Municipal Association, the NH Clerk's Association, the NH Fire Chiefs Association, the NH Planners Association, etc.

D. Freedom of Expression:

1. In accordance with NH RSA 98-E, public employees have the right to publicly discuss and give opinions as individuals on all matters concerning any government entity and its policies.
2. No person shall interfere with the right of freedom of speech, full criticism, or disclosure by any public employee.
3. This Policy does not suspend or affect any law relating to confidential and privileged records or communications.

SECTION 20.6 – CONFIDENTIALITY

Town Employees and Elected Town Officials and Appointed Town Officials must maintain the confidentiality of information acquired through their official duties unless disclosure is legally authorized.

SECTION 20.7 – GIFTS AND FAVORS

Town Employees and Elected Town Officials and Appointed Town Officials shall not accept gifts exceeding \$75 in value or any gift that could appear to influence their decisions or actions. Town Employees, Elected Town Officials and Appointed Town Officials shall not directly or indirectly solicit gifts, nor accept or receive any gift (whether money, services, loans, travel, entertainment, hospitality, equipment, premises or any gift in some other form), under circumstances in which it could be reasonably inferred that the gift was intended to influence them in the performance of their duties or was intended as a reward for any service, action, inaction, recommendation or decision or delay in reaching a decision on their part.

SECTION 20.8 – EDUCATION AND ACKNOWLEDGEMENT

All Town Employees, Elected Town Officials and Appointed Town Officials, and Volunteers shall receive training on this Policy and acknowledge their understanding in writing upon assuming their roles.

SECTION 20.9 – REPORTING AND ADDRESSING ETHICAL VIOLATIONS

- A. Suspected violations shall be reported to the Town Manager.
- B. The Town Manager will investigate complaints, or coordinate for the investigation of complaints, ensuring compliance with relevant state laws in accordance with the provisions of ADM-126 Complaints and Investigations Policy.
- C. Violations may result in appropriate disciplinary actions or actions to end the individual's relationship with the Town, up to and including termination of employment, removal from office or disallowance of volunteer status.

SECTION 20.10 – ADVISORY OPINIONS

Town Employees, Elected Town Officials and Appointed Town Officials may seek advisory opinions from the Town Manager regarding potential ethical concerns. The Town Manager will respond to written inquiries with written advisory opinions that shall be documented and may serve as precedents for future guidance.

SECTION 20.11 – CONFLICT OF INTEREST PROCEDURES FOR ELECTED AND APPOINTED TOWN OFFICIALS

- A. As defined by the New Hampshire Supreme Court in *Atherton v. Concord*, 109 N.N. 164 (1968), for an issue of personal gain or private interest to rise to the level of a conflict or interest, it must be ‘immediate, definite and capable of demonstration; not remote, uncertain, contingent or speculative. The procedure in the case of a conflict of interest is as follows:
1. If the Elected or Appointed Town Official recognizes a conflict of interest they shall publicly disclose the reason(s) for the conflict at the earliest possible opportunity and shall recuse themselves from any and all official activity on the matter to which the conflict pertains. When uncertainty arises as to whether an Elected or Appointed Town Official has a conflict of interest in a particular circumstance, the body shall vote on the question. Such vote shall be advisory and non-binding.
 2. If another member of the body suspects an Elected or Appointed Town Official has a potential conflict of interest, the member may request a vote and the body shall vote on the question. Such vote shall be advisory and non-binding.
 3. Any member of the public may voice an objection to an Elected or Appointed Official’s participation and shall be recognized by the Chair or the Presiding Officer of the body. The member of the public shall set forth specific reasons for the conflict of interest, and may also request such a vote, but such a request shall be non-binding. Any such request or objection shall be made either prior to or at the commencement of the body’s discussion or public hearing on that matter, or at such later time as the facts claimed to warrant disqualification first become known.
- B. In all cases where a question of conflict of interest is raised:
1. No vote on disqualification shall be taken if the body’s official steps down voluntarily.
 2. The Chair or Presiding Officer of the meeting shall ensure that the reason(s) for recusal given by the Official, the member of the body, or a member of the public are clearly stated and are recorded into the minutes of the meeting.
 - (a) Members of the Planning Board and the Zoning Board of Adjustment are further bound by the provisions of NH RSA 673:14.

SECTION 20.12 – IMPROPER USE OF OFFICE

- A. Elected and Appointed Town Officials shall not use Town letterhead or stationery for any purpose other than official Town business. Under the Town Charter, official Town business is determined by formal action of the Town Council as a body and not by individual Town Councilors. Members of Boards, Committees, and Commissions may use Town letterhead and their Town-issued email address only for purposes approved by their respective Board, Committee, or Commission.
- B. Elected and Appointed Town Officials shall not speak on behalf of their respective Council, Board, Committee, or Commission unless authorized to do so by said Council, Board, Committee, or Commission. Individual members speaking publicly shall clearly state that they are speaking only as an individual and not on behalf of the Council, Board, Committee, or Commission.
- C. No member of the Town Council, nor any member of a Board, Committee, or Commission, shall appear before his or her own public body on behalf of the private interests of third parties.

SECTION 20.13 – PROCEDURE FOR REDRESS

- A. Boards, Committees, and Commissions are expected to govern themselves. If the situation cannot be resolved at that level, it may be brought to the Town Council for resolution. Complaints shall be addressed by the Town Council in accordance with the provisions of ADM-126.
- B. The Town Council shall consider compliance with this Ethics Policy during the reappointment process for members of Boards, Committees, and Commissions.

LEGISLATIVE HISTORY

Originally adopted by the Londonderry Town Council on January 21, 2008

Revision History: September 8, 2014; September 15, 2025

Repeal of Chapter XXIX of Title I on April 6, 2026

Adoption of Chapter 20 on April 6, 2026

APPENDIX A – Federal and State Statutory & Regulatory References

1. **Federal Regulations and Law**
 - a. 29 U.S.C. § 201 et seq.: Fair Labor Standards Act
 - b. 31 U.S.C. § 1352: Limitation on use of appropriated funds to influence certain federal contracting and financial transactions.
 - c. 2 CFR § 200.450: Lobbying.
 - d. 2 CFR § 1201.112 Conflict of Interest
 - e. 45 CFR Part 93: New Restrictions on Lobbying.
2. **State Laws:**
 - a. NH RSA 640 Corrupt Practices
 - b. NH RSA 643 Abuse of Office
 - c. NH RSA 659:44-a: Electioneering by Public Employees.
 - d. RSA 673:13 Removal of Members, Local Land Use Boards
 - e. NH RSA 673:14 Disqualification of Member
 - f. NH RSA 15:5: Prohibited Activities.
 - g. NH RSA 91-A: Access to Governmental Records and Meetings
 - h. NH RSA 95:1: Public Officials Barred from Certain Private Dealings.
 - i. NH RSA 98-E: Public Employee Freedom of Expression
 - j. NH RSA 31:39-a Conflict of Interest Ordinances
 - k. NH RSA 31:41-c Electioneering
 - l. NH RSA 49-C:33, I(c) Optional Provisions; Limitations
3. **Town Charter/Code/Policy**
 - a. ADM- 126 Complaints & Investigations Policy
 - b. Town Charter, Article 6, Conduct of Officials
 - c. Town Charter, Section 6.3 Disqualification from Decision Making Process
 - d. Town Charter, Section 6.4 Private Use of Town Property and Personnel
 - e. Town Charter, Section 6.7 Misuse of Information
 - f. Town Charter, Section 6.5 Acceptance of Gifts and Gratuities
 - g. Town Charter, Section 7.6 Recall of Officeholder
 - h. Municipal Code, Title VI, Chapter XXV, Fraud Policy
 - i. Municipal Code, Title VI, Chapter VI, Section X Ethics in Public Purchasing
 - j. Town Charter, Article 4, Town Manager
 - k. Town Charter, Section 6.2 Conflicts of Interest
 - l. Town Charter, Section 3.3 B. Removal of Councilors
4. **Guidance Documents:**
 - a. EPA's Lobbying and Litigation Information for Federal Grants.
https://www.epa.gov/grants/lobbying-and-litigation-information-federal-grants-cooperative-agreements-contracts-and?utm_source=chatgpt.com
 - b. HHS's Lobbying Restrictions on Grant Recipients. [Additional Requirement 12: Lobbying Restrictions | Grants | CDC](#)
 - c. ICMA Code of Ethics [ICMA Code of Ethics | icma.org](https://www.icma.org)

CHAPTER XXIX CODE OF ETHICS

SECTION I PURPOSE

The purpose of this code is to provide an educational tool and to establish guidelines and community expectations for the ethical standards of conduct for town officials, board members and employees. 11

- Town officials, board members and employees (defined as an elected town official, a volunteer appointed by the Town Council, and a person who is an employee of the Town, one who is paid for their service, but who is not an independent contractor - individually and collectively know hereafter as Community Officials) shall act in the best interest of the town. 10
- Community Officials shall remove themselves from decision making if they have a conflict of interest. (A conflict is when a Community Official votes or acts on a matter in which they have a direct, immediate and definite personal and pecuniary interest, which is capable of being demonstrated.) 1,8
- Community Officials shall be impartial, and responsible to the community in their actions. 10,11
- The town's official decisions and policies shall be made through the proper channels of government as established by the Town Charter and Ordinances, and State Statutes. 1,8
- Public office, a volunteer position or town employment shall not be used for personal gain. 1,7,8,9,10

This code establishes guidelines and expectations regarding potential ethical issues, and it establishes a course of action for bringing complaints.

SECTION II Town Nepotism Policy

- A. Public Officials and Boards: No person serving as an elected official, an elected or appointed member of any Town board or commission, or as Town Manager, shall participate in, appoint or vote on the appointment or hiring of any person in his/her immediate family to a position as a Town employee. If a prospective employee is a member of the immediate family of any elected official, elected or appointed member of any Town board or commission, or Town Manager, that elected official, elected or appointed member of any Town board or commission, or Town Manager, shall remove himself/herself completely from the appointment process. Compliance with this provision shall be a condition of holding office pursuant to Article 6 of the Town Charter.

- B. Employment of Family Members of Current Employees: Any job applicant seeking employment with the Town or applicant for an appointed position on a Town board or commission shall be required to disclose immediate family relationships with existing employees, elected officials, and appointed board or commission members.

No Town employee shall take part in the hiring process of any member of the employee's immediate family who is seeking employment with the Town. Additionally, except when necessary in the course of daily operations within a department, no Town employee shall evaluate, supervise, or discipline any member of the employee's immediate family who is currently an employee of the Town. If an employee has an immediate family member in his or her chain of command, except when necessary in the course of daily operations within a department, the immediate family member shall take no part in the evaluation, supervision or discipline of that employee, with those responsibilities to be performed by the next highest person in the chain of command.

- C. Town Councilors and Town Manager: To avoid any actual or perceived conflict of interest in the awarding of business and contracts with the Town, no person serving as a Town Councilor or Town Manager shall take part at any stage in any negotiations, or vote on any contract or agreement between the Town and any individual or entity in which he/she or his/her immediate family has any direct or indirect financial or gainful interest, however small. Compliance with this provision shall be a condition of holding office pursuant to Article 6 of the Town Charter.

- D. Immediate Family: “Immediate family” is defined for purposes of this policy to include spouse, civil union partner, children, parents, stepparents, stepchildren, brothers, sisters, half-brothers, half-sisters, immediate in-laws, grandparents, grandchildren, or other person living in the household of the prospective employee, Town employee, elected official, elected or appointed member of any Town board or commission, or Town Manager.
- E. Effective Date: The provisions of this policy shall become effective on passage by the Town Council and shall apply to all those elected, appointed or employed in any capacity by the Town after date of passage. The Town Manager shall take appropriate measures to limit the circumstances under which employees are supervised by members of their immediate family. To the extent such conflicts cannot be avoided, the Town Manager shall review and approve any performance evaluations, disciplinary actions, or changes in job status in order to assure that the public’s interests are served.

SECTION III CODE PROVISIONS

A. No Conflicts of Interest

Community Officials of the Town shall avoid conflicts of interest. In such instances, you shall recuse yourself from discussion and decision-making. (Recusal means to remove yourself completely from all further participation in the matter in question.) 1,8

Community Officials or members of their families having professions outside their relationship with the Town that routinely do business with the Town of Londonderry shall not be awarded any work, of any value, except that it be done through a complete and open competitive procurement process. (Family is defined as a Community Official’s lineal ascendants, lineal descendants, adoptions, siblings and offspring, a Community Official’s spouse, the spouse’s lineal ascendants, lineal descendants, adoptions, siblings and offspring, members of the same household, and participants in a Civil Union as defined under RSA 457-A.) 2,8,9

CHAPTER XXIX CODE OF ETHICS (Cont'd.)

SECTION III CODE PROVISIONS (cont'd.)

B. A Duty to Recuse in Quasi-Judicial Actions

A "quasi-judicial action" is any action where the board or committee you are a member of is acting like a judge or a jury. For example, when your board or committee has a duty to notify the potential parties, hear the parties, and can only decide on the matter after weighing and considering such evidence and arguments as the parties choose to lay before you, you are involved in a quasi-judicial action. The work of the planning and zoning boards is largely quasi-judicial. Community Officials are expected to recuse themselves if a conflict exists or if they believe they cannot for any reason be totally fair and impartial.

1,9

C. A Duty to Disclose

As a Community Official, you shall make full disclosure and not participate in the conduct of business on behalf of the town or enter into discussion or deliberation of any matter if you have a financial interest, direct or indirect, in any planned or existing contract, job, work or service to be performed for the Town or voluntary sale to the Town of any land, materials, supplies, equipment or other property.¹⁴

D. No Unfair Personal Use of Town Property

No Community Official shall use town property, services, or labor personally, or make the same available to others *unless* such use is available to other residents upon request on equal terms. ^{3,7,8}

E. No Misuse of Confidential Information

No Community Official shall use any confidential information acquired by virtue of that individual's official position for personal benefit, or for the benefit of any other person or business. This does not apply to information which is readily available to the general public. ^{4,8,10}

CHAPTER XXIX CODE OF ETHICS (Cont'd.)

SECTION III CODE PROVISIONS (cont'd.)

F. No Improper Gifts

No Community Official shall accept a gift (or allow acceptance of such gift by a family member) from any individual, group, or corporation which has *or is likely to have* a matter pending before the employee, board, committee, or commission on which the Community Official serves. (This provision of the code is not meant to apply to gifts traditionally exchanged between family members, or for those gifts normally exchanged during the holiday season with a value of less than \$25.00.) 5,8,9

G. A Duty to Cooperate

All Community Officials shall cooperate with the Appointing Authority regarding any complaint or inquiry alleging violation of this Code of Ethics.

SECTION IV REPORTING PROCESS

Any resident of the Town who believes that a Community Official has violated this Ordinance may report the alleged violation to the Community Official's Appointing Authority using the attached form. The Appointing Authority is:

- A. For all employees, the Town Manager 13
- B. For the Town Manager, the Town Council 13
- C. For all appointed board, committee and commission members, the Town Council 12
- D. For a member of an Elected Body, the Elected Body on which the member serves. An elected body, other than the Town Council¹⁵, has no disciplinary authority over the actions of its individual members. Citizens, however may utilize Section 7.6 of the Town Charter, Recall of Officeholders. 6

The Appointing Authority shall investigate alleged violations and act as appropriate within the procedures established within state statute, the Town's Personnel Policy and/or Collective Bargaining Agreements.

CHAPTER XXIX CODE OF ETHICS (Cont'd.)

SECTION V DISTRIBUTION

This Ordinance shall be made available to all Community Officials upon their submittal of a letter of interest to serve the community or filing for elective office. Upon election or appointment, the Community Official shall then sign a form acknowledging receipt of same. At least annually, the Town Council shall schedule sessions with Community Officials to review this Ordinance.

SECTION VI EXCLUSIONS

The provisions of this Code of Ethics shall not be interpreted so as to prevent:

- A. Any Community Official who is a resident of the Town of Londonderry from fully participating in any Town Meeting;
- B. Acceptance of donations for the expressed purpose of financing a political campaign, provided such contributions are reported in accordance with all state and federal laws which pertain to such donations; 9
- C. Participation in a matter which relates to a person or business from which a Community Official has merely purchased goods or services, if the individual in question has no other conflict of interest relating to that person or business;
- D. Police officers, fire fighters, and other emergency personnel from acting in the course of their official capacities when responding to emergencies in accordance with the rules and regulations of their departments; and,
- E. Supervisors of Town employees from appropriately carrying out personnel policies.
- F. Any Community Official who provides volunteer services to a charitable organization from participating in a matter which involves an individual who may have made a contribution to that charitable organization. (Adopted 09-15-08)

Employees and volunteers under the direction of the Leach Library Board of Library Trustees, and Community Officials elected, hired or appointed by the Londonderry School District, School Board and/or Superintendent are not subject to the provisions of this code.

This Code is adopted pursuant to RSA 31:39-a; which requires that affected officers and employees shall be exempt from the provisions of this Ordinance. The exemption shall be for a period no less than one year. As all of this Code's provisions are rooted in current state statutes or current local ordinance, this provision does not allow community officials to rely upon the exemption and disregard the underlying regulation.

CHAPTER XXIX CODE OF ETHICS (Cont'd.)

Annotations:

1. **Town Charter, Article 6, Conduct of Officials**
2. **Town Charter, Section 6.3 Disqualification from Decision Making Process**
3. **Town Charter, Section 6.4 Private Use of Town Property and Personnel**
4. **Town Charter, Section 6.7 Misuse of Information**
5. **Town Charter, Section 6.5 Acceptance of Gifts and Gratuities**
6. **Town Charter, Section 7.6 Recall of Officeholder**
7. **ADM-927 Fraud Policy**
8. **ADM-901 Purchasing Policy**
9. **RSA 640 Corrupt Practices**
10. **RSA 643 Abuse of Office**
11. **RSA 31:39-a, Conflict of Interest Ordinance**
12. **RSA 673:13 Removal of Members, Local Land Use Boards**
13. **Town Charter, Article 4, Town Manager**
14. **Town Charter, Section 6.2 Conflicts of Interest**
15. **Town Charter, Section 3.3 B. Removal of Councilors**

REVISED	DATE
Ordinance 2014-04	09/08/2014
Ordinance 2025-09	09/15/2025

TOWN OF LONDONDERRY
CHAPTER XXVI CODE OF ETHICS
COMPLAINT FORM

Please complete this form legibly and in as much detail as possible. Additional pages may be added:

Your Name: _____

Address: _____

Phone (Daytime): _____ (Evening): _____

Person(s) against whom this complaint is made:

_____ (Department/Board/Committee): _____

_____ (Department/Board/Committee): _____

Description of the complaint in detail:

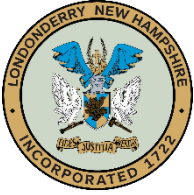
(Use more paper and attach, if necessary.)

With my signature, I declare that the statements made above are accurate and truthful to the best of my knowledge.

Signature

Date

Completed forms should be sealed and delivered to the Town Manager's Office. If the complaint involves a Town Employee, the envelope should be addressed to the Town Manager; if about the Town Manager or an appointed Board or Commission member, please address to Chair, Town Council. If the complaint involves an elected official, please address to Chair or Vice Chair of that elected body (e.g. Town Council, Budget Committee, etc.).



Town of Londonderry, New Hampshire
268B Mammoth Road • Londonderry, NH 03053
(603) 432-1100 • londonderrynh.gov

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 4/6/2026

Submitted By: Kellie Caron, DTM

Department: Planning & Economic Development

Contact Information: kcaron@londonderrynh.gov

Estimated Discussion Time: 20-30 minutes

Agenda Item Number: TC OFFICE USE

Agenda Item Title: First Reading: Zoning Ordinance Amendment – Planned Unit Development Ordinance LZO Section 5.2

Background and Purpose: On July 7, 2025, the Town Council directed the Town Manager to prepare amendments to Section 5.2 of the Londonderry Zoning Ordinance (Planned Unit Development).

In response to this directive, staff completed a comprehensive review of the PUD ordinance using American Planning Association (APA) guidance, New Hampshire statutory authority (RSA 674:21), and comparable ordinances from peer communities.

The proposed amendments modernize the Town's PUD framework and incorporate contemporary best practices in land use regulation. Key updates include:

- Clarification of the purpose and objectives to support housing diversity, mixed-use development, infrastructure efficiency, environmental protection, and economic vitality
- Updated definitions consistent with current planning standards
- A structured review process including pre-application consultation, conceptual review, and enhanced public participation
- Comprehensive PUD Master Plan submission requirements with measurable development standards
- Clear eligibility criteria and permitted uses, including support for appropriate mixed-use development
- Establishment of a density bonus framework tied to public benefits such as affordable housing, open space preservation, and infrastructure improvements
- Expanded Planning Board review criteria, including fiscal impacts, infrastructure capacity, and preservation of natural and cultural resources
- Clarification of ordinance interpretation and application, including designation of the PUD Master Plan as the controlling document and establishment of fee authority

The Planning Board has reviewed the amendments through three work sessions and a public hearing in accordance with LZO Section 8.6 and applicable NHRSA. The Planning Board voted on March 23, 2026 follow a public hearing, to recommend the ordinance to the Town Council for their review and adoption.

Action: Hold a first reading and provide feedback to staff regarding the proposed amendment. Schedule a public hearing.

Proposed Motion: No formal action is required at this time. Action will be required at the Public Hearing.

Attachments: 10/8/25 Summary Memo; Draft PUD Ordinance; Current PUD Ordinance Section LZO 5.2; 03/23/26 Planning Board Minutes; Order 2026-XX

Town of Londonderry, New Hampshire



Planning & Economic Development Department
268B Mammoth Road
Town Hall – 2nd Floor

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603-432-1128

www.londonderrynh.org

Planning – Zoning – Economic Development – Conservation

MEMORANDUM

TO: Planning Board

FROM: Kellie Caron, Deputy Town Manager & Director of Economic Development

DATE: October 8, 2025

RE: Summary of Amendments – LZO Section 5.2 Planned Unit Development (PUD)

Background

On **July 7, 2025**, the Town Council adopted the following motion:

Motion 2: Direct Town Manager to Draft Amendments

I move that the Town Council direct the Town Manager to prepare draft amendments to the Planned Unit Development ordinance and proceed in accordance with the process outlined in Section 8.6 of the Londonderry Zoning Ordinance. The proposed amendments should address the following: Clarify the purpose and objectives of the ordinance to support housing diversity, infrastructure efficiency, and environmental protection; Amend the review process to include enhanced public participation through multiple public meetings and hearings; Establish clear, measurable development standards for open space, affordable housing, mixed-use development, and environmental protections; and Strengthen the criteria and justification required for any modifications or waivers to ordinance standards.

Pursuant to this directive, staff conducted a comprehensive review of Section 5.2 (Planned Unit Development) using **APA (American Planning Association) guidance, New Hampshire statutory authority (RSA 674:21), and ordinances from peer New Hampshire municipalities.** The attached amended draft reflects both the Council's directive and contemporary best practices in land use regulation.

Summary of Changes

The amended ordinance includes the following substantive updates:

1. Purpose & Objectives (Sec. 5.2.2)

- Clarifies PUD objectives consistent with the Council's July 2025 motion.
- Expands focus on **housing diversity, mixed-use opportunities, infrastructure efficiency, environmental protection, and economic vitality.**

2. Definitions (Sec. 5.2.3)

- Revised to align with APA and NH community standards.
- Clarifies key terms including **Planned Unit Development, Density Bonus, and Open Space.**

3. Administration & Review Process (Sec. 5.2.4)

- Incorporates **pre-application consultations, conceptual Planning Board discussions, and community input sessions.**
- Requires structured public hearings and written findings.
- Implements Council directive for **enhanced public participation.**

4. PUD Master Plan & Submission Requirements (Secs. 5.2.5 & 5.2.9)

- Requires comprehensive **Master Plan submission** supported by a **checklist adopted by the Planning Board.**
- Establishes measurable standards for **land use, density, open space, housing, and environmental protections.**

5. Eligibility & Permitted Uses (Secs. 5.2.6 & 5.2.7)

- Establishes tract size thresholds
- Clarifies permitted/prohibited uses and expressly support **mixed-use development** where appropriate.

6. Standards of Development (Sec. 5.2.8)

- Introduces a **Density Bonus Framework** (up to 25% above baseline) linked to community benefits: affordable housing, open space preservation, sustainable design, public amenities, and mixed-use integration.
- Adds measurable criteria for building height, parking, setbacks, and buffers.
- Requires covenants and easements to be recorded with municipal enforcement provisions.

7. **Planning Board Review Criteria (Sec. 5.2.8)**

- Expands evaluation to include fiscal impacts, infrastructure adequacy, preservation of natural and cultural resources, and public benefits.
- Strengthens standards for **harmonious mix of uses** and **sustainable design**.

8. **Interpretation, Application, and Fees (Secs. 5.2.10–5.2.12)**

- Clarifies the **PUD Master Plan as the controlling document**.
 - Establishes fee-setting authority under the **Town Council Land Use Fee Schedule**.
-

References Used

- **Town Council Motion 2, July 2025** – directing amendments to Section 5.2.
 - **APA Planning Advisory Service Reports:**
 - PAS Report 545, *The Principles of Planned Unit Development* (APA, 2006).
 - PAS Report 556, *Innovative Tools for Zoning and Subdivision* (APA, 2007).
 - PAS QuickNotes No. 12, *Planned Unit Developments*.
 - **New Hampshire Statutes:**
 - RSA 674:21, *Innovative Land Use Controls*.
 - RSA 676:4, *Planning Board Procedures on Subdivision and Site Plans*.
 - RSA 677:15, *Appeals of Planning Board Decisions*.
 - **Municipal Ordinances Reviewed:** Amherst, Bedford, Durham, Exeter, NH.
-

Conclusion & Next Steps

The revised Planned Unit Development (PUD) ordinance implements the Town Council's July 2025 directive, incorporates APA best practices, and strengthens Londonderry's regulatory framework for innovative, mixed-use, and sustainable development.

The Planning Board's task is to review the draft, provide feedback, and participate in work sessions to refine the language prior to public hearing and Town Council consideration.

Tentative Timeline

Planning Board (PB)

- October 8, 2025 – Introduction & Work Session: Presentation of initial amendments; Board discussion and feedback.
- November 12, 2025 – Work Session: Incorporation of revisions based on October session; further refinement.
- December 2025 (Date TBD) – Public Hearing: Formal public hearing on the proposed amendments, consistent with the Londonderry Zoning Ordinance.

Town Council (TC)

- January 5, 2026 – First Reading: Council consideration of Planning Board recommendations following work sessions and hearing.
- January 19, 2026 – Public Hearing & Adoption: Final Council review and vote on ordinance amendments.

Section 5.2 – Planned Unit Development (PUD)

5.2.1 Authority

This Section is enacted pursuant to RSA 674:21, Innovative Land Use Controls, which provides statutory authority for the Town of Londonderry to adopt and administer a Planned Unit Development (PUD) ordinance.

5.2.2 Purpose & Objectives

A. A Planned Unit Development (PUD) allows a landowner to propose a development project with flexibility from the standard land use regulations that would otherwise apply to the property. A PUD Master Plan functions similarly to a special zoning designation for a specific tract of land, establishing permitted uses, dimensional requirements, and development standards. (Note: In this ordinance, all references to a “Master Plan” mean the PUD Master Plan, unless specifically stated as the Town of Londonderry Master Plan.)

B. The purpose of this ordinance is to encourage innovative, high-quality development that provides a balanced mix of housing types, preserves open space and environmental resources, and promotes efficient land use and infrastructure investment. The PUD process is intended to:

1. Foster creative design that enhances community character and livability.
2. Support housing opportunities that meet the needs of a diverse population.
3. Ensure coordinated development that integrates with the Town’s long-range planning goals.
4. Provide flexibility from conventional zoning standards where such flexibility results in a higher-quality, more sustainable outcome.

PUDs are intended to offer flexibility from conventional zoning standards only when such flexibility yields higher-quality, sustainable land use, and measurable community benefit, and where the development demonstrates clear consistency with Londonderry’s Comprehensive Master Plan.

C. The objectives of this Planned Unit Development ordinance are as follows:

1. **Housing Diversity.** To encourage a variety of housing types, including single-family, multi-family, affordable, and workforce housing, in accordance with state law and the Town’s Comprehensive Master Plan.
2. **Mixed-Use Development.** To provide opportunities for the integration of residential, commercial, civic, and recreational uses in cohesive, walkable neighborhoods.
3. **Sustainable Land Use.** To promote compact development patterns that make efficient use of land and infrastructure, minimize sprawl, and preserve open space, agricultural land, natural resources, and environmentally sensitive areas.

4. **Quality and Transparency.** To establish clear, predictable, and measurable development standards, and to ensure transparency and accountability in the review process through meaningful public participation.
5. **Economic Vitality.** To support the Town’s long-term fiscal stability by encouraging development patterns that broaden the tax base, foster local business opportunities, and contribute to sustainable economic growth.

5.2.3 Definitions

Planned Unit Development (PUD): A form of development, generally under unified ownership or control, that permits flexibility in the application of conventional zoning and subdivision standards in order to encourage innovative design, a mix of land uses, efficient infrastructure, and the preservation of open space, consistent with the purposes and objectives of this ordinance.

Density Bonus: An allowance for additional dwelling units or floor area above the maximum otherwise permitted by the underlying zoning district, granted by the Planning Board upon a finding that the development provides specified community benefits, such as affordable housing, enhanced open space, environmental protection, or community amenities.

Open Space: Land within a PUD that is permanently set aside and legally protected for conservation, recreation, agriculture, or similar purposes. Open space shall not be occupied by residential, commercial, or industrial structures, but may include accessory facilities for recreation, stormwater management, or utilities that are compatible with the open space purpose.

Public Amenities and Public Infrastructure Improvements: Facilities, improvements, or investments provided as part of a Planned Unit Development that are accessible to and benefit the general public, and that exceed what would otherwise be required under conventional zoning or site plan regulations. Public amenities and infrastructure improvements may be on-site or off-site, provided there is a clear and direct relationship to the impacts of the development.

Community Benefit: A measurable, tangible improvement or contribution provided as part of a Planned Unit Development that serves the public interest, addresses impacts created by the development, and provides value beyond what would otherwise be required under conventional zoning, site plan, or subdivision regulations.

5.2.4 Administration and Review Process

The process for reviewing and administering a Planned Unit Development (PUD) shall be as follows:

A. Pre-Application Consultation.

1. Due to the complexity of PUDs, applicants are strongly encouraged to meet with the Planning & Economic Development Department staff prior to preparing a formal

application to discuss the concept, applicable regulations, and submission requirements.

2. Applicants are further required to hold a conceptual consultation with the Planning Board in accordance with RSA 676:4, II(a), to receive non-binding feedback on the general concept, density, mix of uses, and consistency with Town objectives.
3. The Planning Board may also request that the applicant hold an informational community input session to solicit early feedback from residents and abutters prior to submitting a formal application.

B. Formal Application.

1. A PUD application (referred to as the PUD Master Plan) and checklist shall be submitted in accordance with the requirements of this ordinance and the Planning Board's regulations.
2. The PUD Master Plan shall include proposed land uses, density, circulation, open space, utilities, phasing (including the sequencing of residential and non-residential development), and any requested modifications or waivers from zoning, site plan, or subdivision standards.

C. Public Hearing and Completeness Review.

1. The Planning Board shall hold at least one public hearing on the PUD Master Plan, properly noticed in accordance with RSA 676:4.
2. At the public hearing, the Board shall determine whether the application is complete. Upon a finding of completeness, the statutory review period under RSA 676:4 shall begin.

D. Planning Board Review and Action.

1. The Planning Board may conduct **work sessions or additional hearings** as necessary to evaluate the proposal, including referral to third-party peer review for technical matters (traffic, fiscal, utilities, environmental impacts, etc.).
2. The Planning Board shall approve, approve with conditions, or deny the PUD Master Plan within statutory deadlines.
3. In rendering its decision, the Planning Board shall make specific written findings regarding:
 - a. Consistency with the purpose and objectives of this ordinance;
 - b. Compliance with the Town's Master Plan;
 - c. Adequacy of open space, infrastructure, and environmental protections; and
 - d. Justification for any modifications or waivers granted including documentation of any substantial community benefit relied upon to approve flexibility or density bonuses.

E. Appeals.

Any appeal of a Planning Board decision on a PUD application shall proceed in accordance with RSA 677:15.

F. Recordation.

1. The Planning & Economic Development Department shall maintain a permanent record of all approved PUD Master Plans.
2. Each approved PUD shall be identified on the Official Zoning Map as an overlay, labeled sequentially as PUD-1, PUD-2, etc.

G. Subsequent Approvals.

1. Following approval of a PUD Master Plan, the applicant shall submit **site plan and/or subdivision applications** for specific phases or components of the project.
2. In the event of a conflict between the approved Master Plan and the Subdivision or Site Plan Regulations, the terms of the approved Master Plan shall control.

H. Compliance and Expiration.

1. All development shall be consistent with the approved Master Plan as determined by the Planning Board.
2. The PUD Master Plan shall include a phasing plan that clearly identifies the sequence of residential and non-residential development. Unless otherwise approved by the Planning Board based on specific findings, a substantial portion of the approved commercial component shall reach “active and substantial development” prior to the start of the residential development.
3. For purposes of this Section, “active and substantial development” shall have the meaning established in the Londonderry Site Plan Regulations (currently defined to include, at a minimum:
 - i. Construction and/or installation of basic infrastructure to support the development, including foundation walls and footings for proposed buildings; roadways, accessways, and parking lots to at least a gravel base; and utilities placed in underground conduit ready for connection to proposed buildings/structures;
 - ii. Construction and completion of drainage improvements to service the development, including detention/retention basins, treatment swales, pipes, underdrains, catch basins, and related improvements;
 - iii. Installation and maintenance of all erosion control measures specified on the approved plans; and
 - iv. Review and approval of items i-iii by the Department of Public Works and Engineering or its designee), consistent with RSA 674:39.
4. If active and substantial development has not begun within **two (2) years** of approval, or within another timeframe specified in the approval, the PUD approval shall expire and the underlying zoning shall control.
5. Extensions may be granted by the Planning Board for good cause shown.

I. Amendments and Extinguishment.

1. Amendments to an approved PUD shall follow the same review and hearing process as the original approval.
2. A landowner may extinguish a PUD by notifying the Planning Board in writing of the intent not to develop under the approved PUD.

5.2.5 PUD Master Plan

- A. In preparing a Planned Unit Development (PUD) Master Plan, applicants may request flexibility from certain dimensional and design standards otherwise required by the Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations, pursuant to the Town's authority under RSA 674:21 (Innovative Land Use Controls). Such flexibility may include, but is not limited to, permitted land uses, density, setbacks, buffers, building height, lot size and dimensions, parking, and other site design elements. Flexibility shall only be granted where the proposed plan demonstrates compliance with the purposes and objectives of this ordinance and results in equal or greater community benefit than would be achieved under conventional development standards.
- B. The PUD Master Plan shall consist of all documents, plans, and materials submitted by the applicant that collectively describe the proposed development. At minimum, submissions shall include those items outlined in the *PUD Master Plan Submission Checklist* adopted by the Planning Board, which includes but is not limited to:
1. A land use plan, including maps and drawings.
 2. A land use summary table identifying acreage, proposed uses, densities, and development standards.
 3. A completed PUD application form.
 4. A written narrative describing the overall development concept, consistency with the Town's Master Plan, and justification for requested flexibility and any proposed density bonuses, including demonstration of substantial community benefit where applicable.
 5. Architectural, landscape, and site design guidelines, where applicable.
 6. A proposed phasing plan, including the timing of infrastructure and public amenities.
 7. Any additional development guidelines, conditions, or requirements imposed or accepted by the Planning Board as part of its approval.
- C. The land use plan shall clearly delineate one or more land use areas within the PUD. For each area, the accompanying land use summary shall specify approximate acreage, proposed uses, density, and any special development standards applicable to that area.

D. PUD Master Plan Submission Checklist.

The Planning Board shall adopt and maintain a *PUD Master Plan Submission Checklist* that sets forth the detailed submittal requirements for PUD applications. The checklist shall include, at a minimum, the items specified in subsection B above and may be updated periodically by the Planning Board to reflect changes in best practices, state law, or local needs. Use of the checklist shall be mandatory for all applicants, and no application shall be deemed complete until the requirements of the checklist are satisfied to the satisfaction of the Planning Board.

5.2.6 Basic Eligibility Requirements

The following criteria shall apply to all Planned Unit Developments (PUDs):

A. Location.

PUDs may be proposed in any zoning district, subject to the purposes and objectives of this ordinance, provided they comply with the review standards set forth herein.

B. Tract Size.

The minimum tract size for a Planned Unit Development (PUD) shall be one hundred (100) contiguous acres. Parcels separated by a road, right-of-way, utility corridor, waterway, or similar feature shall be considered contiguous unless the Planning Board determines the separation prevents the tract from functioning as a unified PUD.

Previously developed land may be included within a PUD only where the PUD Master Plan proposes substantial redevelopment that improves aesthetics, architectural design, connectivity, and overall site integration, resulting in a cohesive and unified development consistent with the purposes of this ordinance.

C. Ownership.

“All Planned Unit Developments (PUDs) shall be subject to a binding development agreement requiring compliance with the approved PUD Master Plan. The PUD may be under unified ownership or multiple ownership at the time of application; however, all property owners shall be parties to the development agreement. Following approval, parcels may be subdivided or transferred, provided the overall PUD remains consistent with the approved Master Plan.”

D. Utilities.

All PUDs shall be served by public water and public sewer systems. Service shall be determined to be reasonably consistent with the Town's Sewer Facilities Master Plan, as determined by the Planning Board.

5.2.7 Permitted Uses

A. General Rule.

Uses permitted within a PUD shall be those specifically approved by the Planning Board as part of the PUD Master Plan. No use shall be permitted unless expressly authorized through the master plan approval process.

B. Eligible Uses.

1. Any use listed as permitted, special exception, or conditional use in the underlying zoning district may be proposed within a PUD.
2. In addition, mixed uses — including residential, commercial, civic, and recreational uses — may be combined within a PUD where consistent with the purposes of this ordinance and the Town's Master Plan.

C. Prohibited Uses.

1. Uses prohibited in the underlying zoning district remain prohibited in a PUD, unless specifically authorized as part of the PUD ordinance.
2. Residential uses shall not be permitted within a PUD located in the Gateway Business District.

D. Planning Board Discretion.

The Planning Board may approve, conditionally approve, or deny proposed uses based on consistency with the objectives of this ordinance, the Town's Master Plan, and the design standards set forth in Section 5.2.

5.2.8 Standards of Development

The following standards shall apply to all Planned Unit Developments (PUDs):

A. Parking and Loading.

1. Off-street parking and loading shall generally comply with Section 3.09 of the Site Plan Regulations for each proposed use.
2. The Planning Board may approve shared parking, reduced ratios, or other flexible arrangements where supported by a parking analysis, provided such waivers remain consistent with the design, purposes, and objectives of the PUD.

B. Building Height.

1. Except for non-occupiable structures (e.g., chimneys, water towers, steeples), no building shall exceed 50 feet in height unless otherwise authorized by the Planning Board through the Master Plan process.

2. All structures shall also comply with Federal Aviation Administration (FAA) requirements and the limitations of the Airport Approach Height Overlay (Section 3.7.4).

C. Residential Density.

1. The maximum residential density for a PUD shall be six (6) dwelling units per gross acre, except where density bonuses are approved in accordance with Section 5.2.7.C.3 (Density Bonuses). The Planning Board may grant such bonuses where the applicant demonstrates provision of significant community benefits, as defined in the density bonus table. In no case shall the total density exceed 25% above the baseline density. In reviewing proposed densities, the Planning Board shall evaluate:
 - a. The amount of buildable land (exclusive of wetlands, steep slopes, and other constrained areas).
 - b. The adequacy of public water and sewer to serve the proposed development.
 - c. Compatibility of the proposed residential density with adjoining land uses and the Town's Comprehensive Master Plan.
2. Non-residential uses may be located in a flexible pattern provided they are compatible with residential components and contribute to the overall design and objectives of the PUD.
3. Density Bonus Framework for PUDs
 - a. Baseline Density: Maximum of 6 dwelling units per gross acre (unless otherwise specified in the underlying zoning).
 - b. Eligible Density Bonuses:

The Planning Board may grant additional density, up to a maximum of 25% above baseline, where the applicant demonstrates substantial community benefit in one or more of the following categories:

Community Benefit	Bonus Allowed	Criteria / Standards
Affordable	+10–15%	At least 15% of total units deed-restricted for households earning ≤80% AMI; minimum 30-year affordability period.
Open Space & Environmental Protection	+5–10%	Preservation of ≥50% of tract as permanent open space, with enhanced protection of wetlands, floodplains, or wildlife corridors beyond ordinance minimum.
Sustainability / Green Building	+5%	Certification under LEED, Passive House, or equivalent green building program; significant stormwater management improvements.
Mixed-Use Integration	+5–10%	Inclusion of commercial, civic, or institutional uses that create a walkable, integrated environment consistent with the Master Plan.

Cap on Density Increases:

No PUD shall exceed 25% above baseline density (i.e., maximum of 7.5 dwelling units per acre where baseline is 6 du/acre), unless specifically authorized by the Planning Board after public hearing.

D. Compliance with Other Regulations.

1. Unless waived or modified as part of the PUD Master Plan approval, all PUDs shall comply with applicable provisions of the Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations.
2. All PUDs must comply with applicable local, state, and federal requirements relating to public health and safety, building codes, stormwater, and environmental protection. These requirements shall not be waived.

E. Setbacks and Buffers.

1. All roads and principal structures shall be set back a minimum of fifty (50) feet from the external boundaries of a PUD tract where it abuts existing residential uses, unless a reduced setback is approved by the Planning Board to facilitate access or integration of compatible uses.
2. Landscaping, open space, and screening shall be used to provide a reasonable buffer between the PUD and adjoining properties, except where adjoining uses are compatible or integration is desirable.

F. Covenants, Restrictions, and Easements.

1. Any proposed covenants, restrictions, or easements shall be reviewed and approved by the Planning Board prior to recording.
2. All such documents shall provide for enforcement by the Town, at its option and at the developer's expense, under appropriate circumstances.
3. Covenants, restrictions, and easements shall be recorded with the Rockingham County Registry of Deeds.

G. G. Phasing and Substantial Completion.

1. The PUD Master Plan shall identify phases, including the timing and triggers for residential, commercial, civic, and infrastructure components.
2. The Planning Board may require, as a condition of approval, that certain public infrastructure and/or a defined portion of the commercial component reach active and substantial development or substantial completion (as defined in the Site Plan Regulations and applied under RSA 674:39) before commencement of specified non-residential phases, to ensure that infrastructure and community benefit keep pace with development.

5.2.9 Planning Board Review Criteria

The following criteria shall guide the Planning Board in determining appropriate land uses, densities, and development standards for any PUD. Final determination of whether a proposal meets the purposes and objectives of this ordinance rests with the Planning Board in its reasonable discretion.

A. General Considerations.

In reviewing a PUD application, the Planning Board shall consider:

1. Compliance with the provisions of the Londonderry Zoning Ordinance, Site Plan Regulations, Subdivision Regulations, and all applicable state and federal laws, unless such provisions are expressly waived or modified through PUD approval.
2. Consistency with the Londonderry Master Plan and related plans or studies formally adopted by the Town.
3. Conformance with the purposes and objectives of this Section.
4. Adequacy of public infrastructure and services to accommodate the proposed development, including water, sewer, roads, drainage, emergency services, and schools.
5. Fiscal and economic impacts of the PUD on the Town, including both municipal revenues and costs of services.
6. The extent to which the proposal provides substantial community benefit, including but not limited to public infrastructure, amenities, and housing that would not reasonably be expected under conventional development.

B. Specific Objectives.

Every PUD shall incorporate a combination of the following elements, which distinguish it from conventional zoning and justify departures from otherwise applicable standards:

1. Harmonious Mix of Uses. A PUD shall provide a compatible and integrated mix of residential, commercial, civic, and/or recreational uses, designed in a manner that:
 - a. Creates walkable, connected neighborhoods or districts;
 - b. Provides daily services, amenities, or employment opportunities in proximity to housing;

- c. Ensures transitions in building scale, intensity, and design to minimize conflicts between differing land uses;
 - d. Balances private development with public spaces and community benefits; and
 - e. Supports the goals of the Londonderry Master Plan for mixed-use centers and sustainable growth.
2. High-quality architectural and site design, with placement of structures that respects natural topography, soils, vegetation, slopes, and drainage patterns.
 3. Preservation of meaningful open space and natural resources, including wetlands, wildlife corridors, agricultural land, and scenic viewsheds.
 4. Protection of cultural and historic resources, including stone walls, farmsteads, and archaeological features.
 5. Provision of active and passive recreational opportunities integrated into the development.
 6. Attractive and functional landscaping, pedestrian amenities, and integration of sidewalks, bikeways, and multi-use paths.
 7. Transportation improvements, including traffic mitigation, traffic calming, or transportation demand management measures to reduce reliance on single-occupancy vehicles.
 8. Design strategies that minimize the visual impact of parking, such as rear-lot placement, structured parking, or significant landscaping and screening.
 9. Incorporation of sustainable development practices, including energy efficiency, renewable energy systems, low-impact stormwater management, and green building design.
 10. Provision of additional community benefits, such as civic space, childcare facilities, community centers, or other amenities accessible to the public.
 11. Demonstrated substantial community benefit in the provision of public infrastructure and amenities, including but not limited to civic space, trails, transit facilities, or off-site infrastructure improvements that provide a clear, quantifiable benefit to the community beyond that required solely to serve the development.

5.2.10 Submission Requirements

A. General.

An application for a Planned Unit Development shall include a complete PUD Master Plan Submission Package, prepared in accordance with the requirements of this Section and the PUD Master Plan Checklist maintained by the Planning and Economic Development Department. The format, number, and method of submission shall be determined by the Department.

B. Required Materials.

The submission package shall include, at a minimum:

1. Completed PUD application form and application fee.

2. Abutters list prepared in accordance with RSA 676:4(I)(d) and Town of Londonderry ordinances.
3. Narrative statement describing:
 - a. The purpose of the PUD;
 - b. How the proposal advances the objectives of Section 5.2;
 - c. Anticipated community benefits and community impacts.
4. Proposed PUD Master Land Use Plan, including maps, plans, and supporting schedules.
5. Development phasing schedule, bonding/security provisions, and anticipated build-out timeline.
6. Proposed covenants, restrictions, easements, and ownership/management arrangements for common areas.

C. Required Information.

The PUD Master Plan shall include sufficient information to enable the Planning Board to evaluate compliance with this Section and other applicable regulations. Items may be preliminary in nature but must be of sufficient detail to convey the overall concept. Required information includes:

1. Existing Conditions

- a. Underlying zoning classification and zoning of adjoining lots.
- b. Total tract acreage.
- c. General topography, soils, wetlands, surface waters, slopes, ridgelines, cultural and historic features, and other natural resources (overview format acceptable).

2. Proposed Development Program

- a. Land use plan and land use list, delineating areas by type, acreage, density, and intended use(s).
- b. Estimated number of dwelling units and overall density, with reference to density bonus provisions (if applicable).
- c. Location, type, and scale of proposed non-residential uses.
- d. Location and acreage of proposed open space and resource protection areas.

3. Site Design and Infrastructure

- a. General layout of streets, sidewalks, bikeways, and multi-use paths.
- b. Location and size of parking areas and loading facilities.
- c. Conceptual water supply, sewer/septic, stormwater management, and utility systems.
- d. Proposed fire protection and emergency access strategies.
- e. Landscaping and buffering plan.

4. Design Guidelines

- a. Architectural standards or guidelines addressing building form, scale, and materials.
- b. Signage plan, including standards for size, placement, and design consistency.
- c. Lighting plan, if applicable.

5. Impact Analysis

- a. Preliminary traffic impact assessment (trip generation, distribution, and potential off-site improvements).
- b. Fiscal impact statement, including projected municipal service costs and revenues.
- c. Environmental impact summary, addressing resource areas to be preserved or mitigated.

6. Governance and Implementation

- a. Ownership/management structure for common areas (e.g., condominium, homeowners' association, master association).
- b. Articles of incorporation and bylaws for any association or entity responsible for ongoing management.
- c. Phasing schedule and bonding/security provisions to ensure timely completion of infrastructure and amenities.

D. Additional Information.

The Planning Board may require the submission of additional information, studies, or legal documentation reasonably necessary to evaluate the design, operation, or maintenance of the proposed PUD.

5.2.11 Interpretation and Application

- A. The approved PUD Master Plan shall serve as the controlling land use document for the subject tract. The Planning Board shall review subsequent site plan and subdivision applications for conformity with the approved Master Plan. In the event of a conflict, the provisions of the approved Master Plan shall govern.
- B. Elements of the Master Plan may be presented in conceptual or generalized form and refined through subsequent site plan or subdivision applications. Such elements may include lot layout, road alignment, parking configuration, utilities, landscaping, and architectural details. Modifications shall be permitted at the site plan or subdivision stage provided they remain consistent with the intent and objectives of the approved Master Plan.
- C. Where the Master Plan does not specify a particular development standard (e.g., dimensional requirement, setback, or performance standard), the applicable provisions of the Zoning Ordinance, Site Plan Regulations, or Subdivision Regulations shall apply, as determined by the Planning Board.

5.2.12 Fees

- A. Application fees for PUDs shall be established by the Town Council as part of the Town's official Land Use Fee Schedule.
- B. In addition to application fees, applicants shall be responsible for costs of abutter notification, legal notices, and any third-party technical review, consistent with the Town's Subdivision and Site Plan Regulations.

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- F. For other residential development proposed to be serviced with public water and public sewer, and proposing no dwelling structures within 200 feet of a street other than one created by that development: twenty (20) dwelling units per year from the date of final approval.
- G. For all other residential development: fifteen (15) dwelling units per year from the date of final approval.

5.2 Planned Unit Development

5.2.1 Authority

The Section is enacted in pursuant to [RSA 674:21](#), innovative land use controls, which provides the statutory authority for the Town of Londonderry to allow for the development of a Planned Unit Development ordinance.

5.2.2 Purpose

- A. A Planned Unit Development (PUD) allows a landowner to propose his/her own development project largely independent from current land use regulations otherwise applicable to that property. A PUD master plan is akin to a special zoning district designation for a particular tract of land in terms of uses, dimensions, and other development standards. (Note: every reference to a master plan in this PUD ordinance refers to the PUD Master Plan rather than the Town of Londonderry Master Plan, except where the latter is specifically referred to as such.)
- B. The purpose of this ordinance is to promote flexibility in large scale development by considering project proposals based upon a comprehensive, integrated and detailed plan rather than the specific constraints applicable to piecemeal lot-by-lot development under conventional zoning. A PUD should improve the quality of new development by encouraging aesthetically attractive features and promoting quality site and architectural design. The Planning Board will use the 2004 Londonderry Master Plan and/or successor plans, 2009 Londonderry Small Area Master Plan and/or successor plans, 2003 Londonderry Design Charrette and/or successor plans (if applicable) and any other long range planning document as guidance in the land use development aspect of the PUD master planning process.

5.2.3 Process

The process for administering a Planned Unit Development is as follows:

- A. Due to the complexity inherent in PUD's, prior to developing a detailed PUD proposal or submitting an application, applicants are strongly encouraged to:
 - 1. Meet with the Community Development Department to discuss their ideas; and
 - 2. Hold a conceptual discussion with the Planning Board.
- B. The applicant submits a formal PUD application (also known as the proposed PUD master plan) as specified elsewhere in this section.
- C. The Planning Board holds a public hearing on the PUD application and determines whether or not it is complete, in accordance with this ordinance. The board must take final action on the application within 65 days of a finding of completeness.
- D. The Planning Board approves, denies, or approves with conditions the PUD application. An applicant may appeal any such decision of the Planning Board in the same manner specified for appeals for site plan determinations and subdivision determinations ([RSA 677:15](#)).

- E. The Community Development Department maintains a record of all approved PUD master plans. The PUD is demarcated on the Zoning Map of the Town (over the underlying zoning district) and labeled based on the order in which the master plan was approved (as PUD-1, PUD-2, etc.).
- F. Subsequent to the PUD approval, the applicant submits a separate site plan application and/or subdivision application for development of the tract in accordance with the master plan. In the event of a conflict between the terms of the approved master plan and the terms of the site plan regulations or subdivision regulations, the terms of the approved master plan shall control.
- G. Any development on the subject property must be consistent with the approved master plan as determined by the Planning Board. While it is the master plan, rather than the underlying zoning district, that regulates development of the subject tract, there shall remain an underlying zoning designation for the tract at all times.
- H. In the event active and substantial development or building has not begun on the site by the owner or the owner's successor-in-interest in accordance with the approved master plan within four years after the date of approval, or in accordance with other specific terms of the approval, then the master plan shall be deemed to have expired and the underlying zoning shall then control development of the land. Landowners may apply to the Planning Board for extensions of this time period for good cause shown.
- I. Landowners may apply to amend all or a portion of an approved PUD following the same process applicable to the establishment of a PUD. A landowner may extinguish a PUD by notifying the Planning Board in writing that he/she does not intend to utilize the PUD.

5.2.4 PUD Master Plan

- A. In devising the PUD master plan, subject to specific limitations, guidelines, and objectives stated elsewhere in this ordinance, there is flexibility in the selection of land uses, density, setbacks, buffers, building heights, lot sizes, lot dimensions, parking requirements, and most site design and development standards contained in the Zoning Ordinance, Site Plan Regulations, Subdivision Regulations.
- B. The master plan is composed of all of the elements submitted by the applicant which describe the project including:
 - 1. A land use plan (drawing),
 - 2. Land use list,
 - 3. PUD application,
 - 4. Narrative,
 - 5. Architectural guidelines (if applicable),
 - 6. Any other development guidelines
 - 7. Any additions, deletions, modifications, and/or clarifications stipulated by the Planning Board in its approval.
- C. The land plan delineates one or more land use areas. An accompanying land use list gives a designation for each land use area specifying approximate acreage, types of uses, density and any other development standards peculiar to that area.

5.2.5 Basic Requirements

The following requirements apply:

- A. **Location.** PUD's are permitted in any zoning district on one or more lots, or portions of lots, of land provided they meet all other criteria outlined in this Section.
- B. **Tract size.** The minimum area required for a PUD shall be one hundred (100) contiguous acres of land. Where portions of the tract are separated by a road, road right-of-way, utility, waterway, or another like element, the land shall be deemed contiguous unless the intervening feature is of such a nature that the Planning Board determines that the land could not function effectively as a PUD.
 - 1. A PUD may include land which has been previously developed under the requirements of the underlying zoning only when, as part of the PUD Master Plan, the previously developed portion of land is substantially redeveloped in a manner which is consistent with the spirit of the PUD ordinance and which proposes improvements to such items as the aesthetics, architectural design, connectivity with the undeveloped part of the PUD and which creates a unified concept and design for the entire parcel.
- C. **Ownership.** The PUD shall either be under unified ownership or be a collection of lots under separate ownership with a development agreement stipulating all owners are subject to the requirements of any PUD Master Plan approval by the Planning Board at the time of application. However, the tract may be subsequently subdivided consistent with the terms and conditions of the approved master plan. Multiple parties may own, manage, and/or develop various components of the PUD provided that the overall PUD remains integrated.
- D. **Water and Sewer.** Only those tracts which contain buildings that will be serviced by water (Manchester Water Works, Derry Municipal Water, or Pennichuck Water) and municipal sewer systems (and determined to be reasonably consistent with the Town's Sewer Facilities Master Plan as determined by the Planning Board) are permitted to be included in a PUD.

5.2.6 Permitted Uses

- A. The uses listed in the PUD column of the Table of Uses (Section 4.1) may be proposed for inclusion in a PUD. However, no use is permitted in a PUD unless specifically approved by the Planning Board as part of the PUD Master Plan.
 - 1. Due to the unique characteristics of the Gateway Business District, Residential uses otherwise permitted in a PUD shall not be permitted in a PUD Master Plan for any lot with Gateway Business District as the underlying zoning district.
- B. Any uses that are permitted in the underlying zoning district, either by right, special exception or conditional use permit (at such time as this procedure may be established) shall be considered permitted uses in a PUD.

5.2.7 Standards of Development

The following standards shall apply to all PUD's:

- A. Off street parking and loading shall comply with Section 3.09 of the Site Plan Regulations for each proposed use. However, the Planning Board may grant waivers for parking if the Board finds that waivers will be compatible with the design and purposes of the PUD.
- B. Except for structures not intended for human occupancy (chimney, water tower, etc.) height of buildings shall not exceed 50 feet, or as specified by the Federal Aviation Administration as part of their permitting process or by the limitations outlined in the Airport Approach Height Overlay (Section 3.7.4).
- C. In PUD's where residential uses are proposed, the overall residential density of a PUD may not exceed six (6) residential dwelling units (including single family homes) per gross acre of the PUD tract. In determining appropriate density, in addition to other criteria here, the Planning Board shall pay special attention to the amount of buildable land contained on the tract as determined or reasonably estimated in the submission materials. Permitted non-residential uses may be located in a flexible spatial environment, assuring compatibility with residential uses and with the overall development design.
- D. The PUD shall be in compliance with:
 1. All standards contained within the Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations unless waived or modified as part of the master plan; and
 2. All applicable local, state, and federal law relating to public health and safety, building construction, and drainage (these standards may not be waived or modified).
- E. All roads and structures shall be set back a minimum of fifty (50) feet from all exterior PUD tract boundaries which abut residential uses except where transportation or use linkages are desired. Landscaping and other screening devices shall be designed to provide a reasonable buffer between the PUD and adjoining property except where compatible uses adjoin one another.
- F. Any proposed covenants, restrictions, and easements must be approved by the Planning Board. A provision must be built into the documents providing for municipal enforcement of the covenants, restrictions, and easements at the Town's option and at the developer's expense under appropriate circumstances.
- G. In a PUD where ownership is subject to restrictions, covenants and other agreements, those documents shall be recorded in the Rockingham County Registry of Deeds.

5.2.8 Criteria for Review of PUD Proposals

The following criteria shall guide the Planning Board in determining appropriate land uses, densities, and other development standards for the PUD. It is emphasized that the determination of whether or not a proposal meets the intent and objectives of this ordinance is made by the Planning Board in its reasonable discretion.

- A. **General Considerations.** The Planning Board shall consider the following:
 1. Provisions of Town of Londonderry Zoning Ordinance, Site Plan Regulations, Subdivision Regulations, and other applicable town, state, and federal law, where appropriate.



2. Consistency with the Town of Londonderry Master Plan, and any related plans or studies (such as the Londonderry Business Park Design Charrette, Northwest Small Area Master Plan, etc.)
 3. Conformance with the intent and objectives of this Section.
 4. Infrastructure capacity and the effect of the PUD upon public services and public safety.
 5. Prospective fiscal impact upon the Town of Londonderry.
- B. **Specific objectives.** Every PUD shall incorporate a number of the following elements. Their usage defines a planned unit development and justifies departures from standards otherwise applicable under conventional zoning (introduction of new uses, more intensive land uses, higher density, novel design approaches, etc.).
1. Inclusion of a harmonious mix of uses.
 2. Provisions for quality architectural design.
 3. Placement of structures on most suitable sites with consideration of topography, soils, vegetation, slope, etc.
 4. Preservation of open space.
 5. Preservation of natural vegetation and other important natural features.
 6. Preservation of important cultural resources such as stone walls and other archaeological sites.
 7. Development of active or passive recreational areas.
 8. Quality landscaping.
 9. Use of sidewalks, bikeways, and other multi-use paths.
 10. Use of traffic mitigation, traffic calming, or Transportation Demand Management measures.
 11. Significant screening of, or rear placement of, parking areas.
 12. Sustainable design and construction practices promoting energy conservation.
 13. Other public benefits such as provision of a community center or day care center.
 14. Public access to community facilities in PUD.

5.2.9 Submission Requirements

- A. **Materials.** The applicant for a PUD shall provide the following materials (in format and number as reasonably determined by the Community Development Department):
1. Completed PUD application
 2. Narrative, including a statement of purpose for the PUD and how it meets the goals of this Section
 3. Proposed land plan
 4. Proposed land use list
 5. Completed abutters list
 6. PUD application fee
- B. **Information.** The applicant for a PUD shall provide the following information. Given the amount of information needed it is recommended that the plan be developed and refined through several conceptual/preliminary iterations with the staff and Planning Board. Many of

these items may be presented as approximations or preliminary estimates subject to change, where appropriate.

1. Present underlying zoning classification and zoning classification of all adjoining lots.
2. Topographic information on the tract including soil types, wetlands, surface water, land contours, natural and cultural resources, ridges and knolls, rock outcrops, steep slopes, etc. This information may be presented in an overview format, in less detail than would be required of a site plan or subdivision application provided that a clear sense of the tract is conveyed sufficient to evaluate the PUD proposal (for example, wetlands need not be professionally delineated if potentially wet low lying areas are roughly indicated).
3. Total acreage of the tract; rough delineation of each land use area with approximate acreage,
4. Proposed uses for each land use area, preferably given with some specificity.
5. Proposed total number of dwelling units and overall residential density for the tract (if applicable).
6. Proposed general estimates of location, size, use(s) for each structure.
7. Proposed general estimates of location, width, and materials of all streets, drives, sidewalks, and paths.
8. Proposed general estimates of location and number of spaces for each parking area.
9. Summary of proposed traffic impact, including preliminary estimates of trip generation, trip distribution, and potential areas of off-site transportation improvements.
10. Proposed open space areas.
11. Natural and cultural resources proposed to be preserved.
12. Proposed buffers, if appropriate, to adjoining property.
13. Sketch/plan of proposed landscaping.
14. Brief explanation or sketch of proposed water and sewer/septic systems.
15. Brief explanation or sketch of proposed stormwater management plan.
16. Brief explanation or sketch of other proposed utilities.
17. Brief explanation or sketch of proposed firefighting strategy.
18. Proposed architectural standards or guidelines or brief explanation/sketch of architectural treatment.
19. A "Signage Plan" shall be submitted. This document shall establish guidelines regulating and coordinating all signage within the PUD including general representations of tenant signage, development signage, directional signage, and vehicular and pedestrian traffic circulation signage. Specific criteria for design, size, proposed sign types (wall, free standing, etc.), materials, heights, colors, set-backs, projections and contextual issues shall be established. Any other sign design information as required by the Town shall also be provided.
20. Proposed time schedule for completion of the project, phasing schedule (if applicable depending on scale and type of PUD), plans for bonding if applicable, and well thought out plan to ensure that the amenities will be completed as proposed and in a timely manner.
21. Proposed covenants, restrictions and easements and how they will be monitored and enforced, if applicable.

22. Proposed ownership arrangement of each section of the PUD whether to be subdivided, held in fee simple, owned under a condominium arrangement, etc.
23. Proposed articles of incorporation and bylaws of any corporation and/or association to be formed.
24. *Miscellaneous Studies and Documents* - The Planning Board shall have the authority to require the submittal of any additional information, studies, documents, etc., relative to the design, operation, or maintenance of the proposed project.
25. Any other information that the Planning Board or the Town Attorney may deem reasonably necessary.

5.2.10 Interpretation/application of PUD master plan

The Planning Board shall review any site plan or subdivision application for its conformity with the approved PUD master plan; however, the PUD will have control over site review and subdivision regulations. The Board may use its discretion in determining if particular items are consistent with the intent of the plan.

- A. Many items in the PUD Master Plan will be presented and construed to be in preliminary sketch form subject to preparation of detailed, engineering analysis and some modification at the site plan/subdivision application stage consistent with the master plan. These items include exact lot locations and layouts, exact locations of roads and paths, size and configuration of parking lots, utility information, water and sewer/septic, drainage, landscaping, and architectural renderings. (For example, the land plan may show numerous trees to be planted. The applicant would be able to significantly modify the locations and types of planting at the site plan stage provided the intent of the landscaping element as presented in the land plan is met.)
- B. All development standards must ultimately be determinable for each land use area. Where specific development standards are neither stated nor implied in the PUD master plan, the most appropriate standards otherwise applicable (from the Zoning Ordinance, Site Plan Regulations, and/or Subdivision Regulations) shall apply as determined by the Planning Board. (For example, an area designated for a particular use in the PUD master plan does not specify front setbacks. The front setbacks contained in the appropriate underlying zoning district would then apply.)

5.2.11 Fees

The application fees for a PUD are as follows:

- A. \$20.00 per gross acre of the tract not to exceed \$5,000
- B. Legal notice and abutter notification fees shall be as determined in the latest version of the Town's Subdivision and Site Plan Regulations.

5.3 Conservation Subdivisions

5.3.1 Purposes

1
2
3 **LONDONDERRY, NH PLANNING BOARD**
4 **MINUTES OF THE MEETING OF MARCH 23, 2026**
5 **AT THE MOOSE HILL COUNCIL CHAMBERS**

6 Meeting Link: <http://173.166.17.35/internetchannel/show/14198?channel=4>

7
8 **Members Present:** Art Rugg, Secretary; Tony DeFrancesco, Member; Ann
9 Chiampa, Member; Shawn Faber, Town Council Ex-Officio; Jonathan Cruz, Ex-
10 Officio (left at 7:03 p.m.); Ryan Ouellette, Alternate

11
12 **Members Absent:** Jake Butler, Chair; Jeff Penta, Vice Chair; John Farrell, Member;
13 Giovanni Verani, Ex-Officio; Jason Knights, Alternate; Steven Bickford, Alternate

14
15 **Also Present:** Kellie Caron, Deputy Town Manager & Director of Economic
16 Development; Kristan Farr, Town Planner; John Trottier, Director of Engineering
17 and Environmental Services

18
19
20 **I. CALL TO ORDER**

21 A. Rugg called the meeting to order at 6:00 p.m. and led the Pledge of
22 Allegiance. He appointed Ryan Ouellette to vote for John Farrell.

23
24 **II. PUBLIC HEARING**

25 *Pursuant to RSA 675:2, RSA 675:6, and RSA 675:7, and the Town of*
26 *Londonderry Zoning Ordinance Section 8.6, the Londonderry Planning Board*
27 *will hold a public hearing to consider proposed amendments to the Town of*
28 *Londonderry Zoning Ordinance, Section 5.2 – Planned Unit Development*
29 *(PUD), adopted under the authority of RSA 674:21 (Innovative Land Use*
30 *Controls). The proposed amendments include a comprehensive update to*
31 *Section 5.2, establishing revised standards, definitions, and review*
32 *procedures for Planned Unit Developments.*

33
34 K. Caron explained the Town Council directed the Planning Board to amend
35 this ordinance. She reviewed the work done up until this point to achieve this
36 goal. As a result of this meeting, the Board will make a recommendation
37 whether or not to move this issue to the Town Council for action. Any
38 substantive changes suggested at this meeting would need to go through the
39 public hearing process again.

40
41 A. Rugg asked for Board comment.

42
43 T. DeFrancesco suggested edits to 5.2.4.H.2 to clarify that the commercial
44 part of a development should be substantially completed before the
45 residential phases begin.

47
48 A. Chiampa asked clarifying questions regarding setbacks to adjoining
49 properties and the responsibility of any additional costs of infrastructure. She
50 also asked about the ability of PUDs to amend existing plans, in light of
51 changes to the ordinance.
52

53 R. Ouellette asked clarifying questions regarding a PUD crossing into another
54 town. K. Caron explained any development must meet Londonderry's
55 requirements.
56

57 A. Rugg asked for public comment.
58

59 **Name:** Deb Paul

60 **Address:** 118 Hardy Road

61 D. Paul referred to suggested changes she emailed to the Board and Staff,
62 and asked that they be attached to the minutes.
63

64 **Name:** Ray Breslin

65 **Address:** 3 Gary Drive

66 R. Breslin asked about the benefit of PUDs to Londonderry. He asked if the
67 Board can take into account citizen input at public hearings. He asked what
68 changed from the original ordinance and T. DeFrancesco read the summary of
69 changes.
70

71 **Name:** Glenn Douglas

72 **Address:** 6 Overlook Avenue

73 G. Douglas asked if the Board read the current draft before this public
74 hearing. He asked if this meeting was being recorded. He spoke to the
75 difficulty he had finding the summary of changes. K. Caron explained the
76 Board did see this draft before this meeting; the meeting is being recorded
77 but is not being broadcast live; and pointed out the location of the summary
78 of changes online.
79

80 J. Cruz left the meeting.
81

82 **Name:** Dave Robbins

83 **Address:** 532 Mammoth Road

84 D. Robbins recommended defining "active and substantial development" in
85 5.2.4.H.4. K. Caron noted this is defined in the Town's site plan regulations,
86 and suggested adding the citation to the ordinance. D. Robbins asked about
87 "community benefit" and suggested ensuring developers understand the
88 definition. He suggested a phased approach in permitting would ensure a
89 balance between construction of commercial and residential components. K.
90 Caron explained this is addressed in the PUD Master Plan regulatory
91 documents; subsequent site plans would not be approved if the developer was
92 out of compliance.
93

94 **Name:** Marge Badois
95 **Address:** 189 Litchfield Road
96 M. Badois asked if the Conservation Overlay District is considered a buffer. K.
97 Caron said it is; the overlay district is discussed during presentation of a
98 proposed PUD. M. Badois noted the purpose of the overlay district is to
99 protect the water. She spoke to the impact of increased density and
100 suggested it be made more difficult not to respect the buffer. K. Caron noted
101 language has been added addressing justification for modifications/waivers
102 from zoning.
103

104 **Name:** Martha Smith
105 **Address:** 38 Chester Drive
106 M. Smith asked if a PUD ordinance is required by the state. K. Caron referred
107 to the innovative land use statute, which allows planning boards to adopt
108 more flexible provisions by way of zoning ordinance. M. Smith asked about
109 the benefit of a PUD to Londonderry. The Board explained it allows more
110 flexibility for planning and for the creation of a village district, and provides
111 the Board more control. M. Smith asked about the developer's need to
112 understand the Town's regulations when proposing a PUD. The Board
113 reviewed the process involved in considering and approving developments.
114

115 **Name:** Kristine Perez
116 **Address:** 5 Wesley Drive
117 K. Perez expressed concern over vague terms and requested criteria be put
118 around them. She asked clarifying questions about issues including the
119 relation of public amenities and public infrastructure; the timeframe of the
120 beginning of active and substantial development; the Board requiring a
121 community input session prior to an application being submitted; the zoning
122 districts where PUD can be proposed; who monitors compliance; and
123 protection of conservation buffers.
124

125 **Name:** Leo Lee
126 **Address:** 70 High Range Road
127 L. Lee suggested developers should pay for associated infrastructure
128 improvements.
129

130 **Name:** Gregory Carson
131 **Address:** 19 Tokanel Road
132 G. Carson address concern about issues including the definition of community
133 benefit, the density bonus structure, the two-year expiration period, the
134 phasing language, and the discretion of the Planning Board.
135

136 The Board questioned if changing the two-year timeframe in 5.2.4.H.4 would
137 be considered a substantive change. K. Caron said this change could be
138 made, as the section states "or within another timeframe."
139

140 **Name:** Ray Breslin
141 **Address:** 3 Gary Drive
142 R. Breslin asked if the PUD Master Plan is a legal and binding contract between
143 the Town and the developer and was told it was, once it is approved by the
144 Planning Board. It can be amended, if both parties agree and it goes through
145 the appropriate process. He expressed concern about the impact of
146 stormwater runoff and culvert replacement in PUDs.
147

148 **Name:** Deb Paul
149 **Address:** 118 Hardy Road
150 D. Paul asked how the responsibility for issues such as road plowing would be
151 decided between multiple owners, once a PUD is established. The Board
152 explained there would be an agreement between the original owner and
153 future property owners. D. Paul suggested all PUDs should be subject to a
154 development agreement. The Board agreed this would be a Town Council
155 decision.
156

157 **Name:** Gregory Carson
158 **Address:** 19 Tokanel Road
159 In response to D. Paul's comment, G. Carson explained that a PUD overlay
160 continues with the land, regardless of the number of subdivisions.
161

162 A. Rugg closed public comment.

163
164 The Board discussed whether to hold a workshop and another public hearing in
165 light of the public input around the ordinance, or whether to send it to the
166 Town Council to obtain their input and perspective.
167

168 **T. DeFrancesco made a motion to move this to the Town Council with**
169 **the change that the Board agreed to and the documentation from**
170 **public comment. R. Ouellette seconded the motion. The motion carried**
171 **4-1-0. Chair votes in the affirmative.**
172

173 **III. ADJOURNMENT**
174

175 **T. DeFrancesco moved to adjourn the meeting. S. Faber seconded the**
176 **motion. The motion carried 5-0-0. Chair votes in the affirmative.**
177

178 The meeting was adjourned at 8:50 p.m.

179
180 These minutes were prepared by Beth Hanggeli.

181 Respectfully submitted,
182
183

184 _____

185
186 **Name:** Arthur Rugg
187 **Title:** Secretary

188
189
190

These minutes were accepted and approved on _____ by a motion made by _____ and seconded by _____.

Targeted Review of Proposed PUD Ordinance Amendments Town of Londonderry, NH

By Resident Gregory Carson

This memorandum addresses five substantive areas in the proposed Planned Unit Development (PUD) ordinance that warrant closer examination before adoption. The goal is not to oppose the ordinance's direction, which is generally sound, but to ensure it is administrable, internally consistent, and defensible if challenged.

1. Community Benefit: Sufficiency of Definition and Risk of Arbitrary Application

Standard

Under New Hampshire land use law, discretionary decisions must be guided by sufficiently clear standards to avoid arbitrary or capricious application. While planning boards are afforded broad discretion, that discretion must be anchored in objective or at least reasonably ascertainable criteria.

Application

The proposed ordinance conditions density bonuses and regulatory flexibility on the provision of "community benefit." The ordinance usefully provides examples, such as affordable housing, open space, infrastructure improvements, and public amenities. However, the term remains broadly framed and non-exhaustive, and the ordinance does not establish:

- A prioritization or weighting among benefits
- Minimum thresholds (except in limited cases such as affordability)
- A consistent method for evaluating equivalency between different types of benefits

As a result, two similarly situated applications could produce materially different outcomes depending on how the Planning Board values particular benefits in a given case.

Implications

This creates three practical risks:

First, inconsistent application across projects, which undermines predictability for applicants and the public.

Second, increased exposure to appeal based on claims of unequal or arbitrary treatment.

Third, difficulty for the Board in defending approvals or denials where the benefit determination is largely qualitative.

Recommendation

The ordinance would benefit from adding a structured framework, such as:

- A non-exclusive but ranked list of community benefits
- Minimum thresholds or benchmarks for certain categories
- A requirement that findings explicitly compare proposed benefits to baseline zoning outcomes

Even modest calibration, such as requiring the Board to identify the “primary” and

2. Density Bonus Framework: Calibration and Practical Effect

Standard

Density incentives must be rationally related to legitimate public purposes and structured in a way that is both achievable and proportional. If thresholds are too high, the incentive will not be used. If too low, the Town risks granting density without commensurate benefit.

Application

The proposed ordinance allows up to a 25 percent density increase above the six-unit-per-acre baseline, with eligibility tied to categories such as affordable housing, open space, sustainability, and mixed-use integration.

The affordable housing provision is the most clearly defined, requiring a minimum percentage of units at or below 80 percent of area median income with long-term restrictions. Other categories are less quantified.

Two calibration issues arise:

- It is unclear whether the economic value of the density bonus is sufficient to offset the cost of compliance, particularly for affordable housing components.
- The ordinance does not clearly state whether bonuses may be combined, capped per category, or subject to diminishing returns.

Implications

If the thresholds are too stringent relative to market conditions, applicants may simply default to the base density, rendering the incentive framework largely ineffective.

Conversely, if loosely administered, the Town risks granting additional density without receiving proportionate public benefit.

Recommendation

The Board should consider:

- Clarifying whether density bonuses are cumulative and, if so, how they are capped
- Providing at least general guidance on proportionality between benefit and bonus
- Evaluating, through staff or consultant input, whether the affordable housing requirement is economically feasible under current market conditions

A modest refinement here will determine whether the incentive system functions as intended or becomes largely theoretical.

3. Two-Year Expiration Period: Practicality for Large-Scale Development

Standard

Vesting and expiration provisions must strike a balance between preventing speculative approvals and recognizing the realities of development timelines, particularly for large, phased projects.

Application

The proposed ordinance reduces the default expiration period from four years to two years unless otherwise specified in the approval.

For PUDs of 100 acres or more, typical pre-construction timelines often include:

- Engineering and final design
- State and federal permitting
- Financing and market positioning
- Infrastructure planning

These steps alone can approach or exceed two years, particularly in fluctuating economic conditions.

Implications

A rigid two-year expiration period may:

- Discourage otherwise viable large-scale proposals

- Force premature or inefficient project sequencing
- Result in repeated requests for extensions, shifting the burden back to the Board

Recommendation

The ordinance would be improved by:

- Establishing a longer default period for large-scale or phased PUDs (for example, three to five years)
- Alternatively, tying expiration to phasing milestones rather than a single fixed date
- Clarifying extension criteria to ensure predictable administration

The goal should be to prevent land banking without penalizing legitimate development timelines.

4. Phasing Provisions: Clarity and Enforceability

Standard

Conditions of approval must be clear, internally consistent, and capable of objective enforcement. Ambiguous sequencing requirements are difficult to administer and may be vulnerable to challenge.

Application

The proposed ordinance introduces phasing requirements intended to ensure balanced development, particularly between residential and non-residential components. However, the language governing sequencing is unclear and, in at least one instance, internally inconsistent.

Specifically, the provision appears to require that a substantial portion of a commercial component be underway before certain other development phases proceed, but the phrasing creates uncertainty as to what is being restricted and when.

Implications

Ambiguity in phasing provisions creates several risks:

- Difficulty in determining compliance at the permitting stage
- Inconsistent interpretation across projects
- Increased likelihood of dispute between applicants and the Town

Recommendation

This section should be revised for clarity by:

- Clearly defining triggering events (for example, issuance of building permits, completion of infrastructure, or issuance of certificates of occupancy)
- Explicitly stating which phases are dependent on others
- Ensuring internal consistency in terminology

As written, this is the single area most in need of technical correction before adoption.

5. Scope of Planning Board Discretion: Quasi-Legislative Concerns

Standard

While planning boards exercise both administrative and quasi-judicial functions, zoning ordinances themselves are legislative in nature. Ordinances should not delegate policy-making authority without clear standards.

Application

The proposed ordinance requires the Planning Board to make detailed findings on:

- Consistency with ordinance purposes and objectives
- Adequacy of infrastructure and environmental protections
- Justification for density bonuses and waivers

This is generally appropriate and strengthens the record. However, when combined with broadly defined terms such as “community benefit,” the ordinance may effectively shift policy determinations from the legislative body (Town Council) to the Planning Board.

Implications

This raises two concerns:

First, it may blur the line between legislative policy-setting and administrative application.

Second, it increases the likelihood that different Boards, or the same Board over time, apply materially different standards.

Recommendation

To preserve the proper balance, the ordinance should:

- Provide clearer baseline standards for key determinations, particularly community benefit and density bonuses
- Require findings to reference specific ordinance criteria, not just general objectives
- Avoid reliance on purely subjective or open-ended standards

This does not require reducing Board discretion, but rather anchoring it more firmly in the ordinance itself.

Conclusion

The proposed PUD ordinance is a substantial and generally positive modernization. It improves structure, transparency, and alignment with planning goals. However, several areas would benefit from targeted refinement to ensure the ordinance is predictable, enforceable, and legally defensible.

The most immediate areas for revision are the phasing provisions and the calibration of the density bonus framework. The definition and application of “community benefit” and the two-year expiration period also merit adjustment to avoid unintended consequences.

With these refinements, the ordinance will be better positioned to achieve its stated objectives while providing clear guidance to applicants, the Planning Board, and the public.

1. Close the Contiguity Loophole

Draft language: “Parcels separated by a road, right-of-way, utility corridor, waterway...shall be considered contiguous...” (5.2.6(B))

Fix: “Parcels separated by major roads, utility corridors, or rights-of-way shall not qualify as contiguous unless the applicant proves they operate as one unified development with no adverse impacts to traffic, safety, or town services.”

Why: Prevents “patchwork PUDs” assembled solely to meet the 100-acre minimum.

2. Require Independent Fiscal, Traffic & Infrastructure Analysis

The draft requires the Board to consider: “Adequacy of public infrastructure...” and “Fiscal and economic impacts...” (5.2.9(A)(4–5))

Fix: Require independent third-party studies, selected by the Town and paid by the applicant, for:

- Fiscal impact
- Traffic impact
- Water/sewer capacity
- Storm-water & groundwater impacts

Why: Protects taxpayers from hidden long-term costs and prevents developers from self-certifying benefits.

3. Define “Community Benefit” So It Cannot Be Abused

Draft definition: “A measurable, tangible improvement...beyond what would otherwise be required...” (5.2.3)

Fix: “Community benefit shall not include any improvement the developer is required to build to mitigate the project’s own impacts, including but not limited to internal roads, sidewalks, drainage, utilities, traffic mitigation, or other infrastructure necessary for the development to function. These are obligations, not bonuses.”

Why: Prevents developers from claiming required improvements as “benefits” to justify density bonuses.

4. Establish a Minimum 40% Open Space Requirement

The draft defines open space but sets **no minimum** and allows storm-water basins to count.

Fix: Add a new section requiring:

-
- **40% minimum open space**
-
- **At least 50% contiguous**
-
- **No more than 50% wetlands/steep slopes**
-

- **Protected by a recorded conservation easement**

Why: Ensures open space is real, usable, and ecologically meaningful — not leftover scraps.

5. Strengthen Water & Groundwater Protections

Draft only states: “All PUDs must comply with applicable... stormwater and environmental protection.” (5.2.8(D))

Fix: Require:

- Hydrogeologic study
- Groundwater impact assessment
- Stormwater infiltration analysis
- Independent third-party review

Why: Protects wells, aquifers, and drinking water — especially critical as density increases.

6. Make Traffic Mitigation Mandatory, Not Optional

Draft says: “Transportation improvements...may” be required. (5.2.9(B)(7))

Fix:

- Change “may” to “**shall require**”
- Require improvements to be **built and operational** before more than **25% of residential COs** are issued

Why: Prevents hundreds of units from being occupied before roads are upgraded.

7. Tighten Density Bonus Rules

Draft allows: Up to 25% more density (5.2.8(C)(3))

Fix:

- Require independent fiscal analysis showing **net-positive impact**
- Require **quantifiable** community benefits
- Cap density at **7.5 units/acre**
- Prohibit bonuses in environmentally sensitive areas

Why: Prevents runaway density increases and ensures taxpayers aren't subsidizing development.

8. Strengthen Phasing Requirements

Draft says: “A substantial portion” of commercial must be built first. (5.2.4(H))

Fix: “**No more than 25% of residential units may receive certificates of occupancy until at least 40% of the approved commercial square footage has reached active and substantial development, as defined by RSA 674:39 and the Town’s Site Plan Regulations.**” “**Failure to meet phasing requirements shall result in automatic suspension of further residential permits until compliance is achieved.**”

Why: Ensures the commercial tax base is delivered — not promised and abandoned.

9. Make Enforcement of Covenants Mandatory

Draft says: Enforcement is “at the Town’s option.” (5.2.8(F))

Fix: “All covenants, restrictions, and easements shall be enforceable by the Town at the developer’s expense.”

Why: Ensures long-term compliance and protects residents.

10. Protect the Conservation Overlay District (COD)

Fix: “No PUD may waive or reduce Conservation Overlay District buffers or protections.”

Why: COD buffers protect wetlands and drinking water — they cannot be negotiated away.

11. Add a Project Timeline / Restart Requirement

Fix: “If a PUD has not commenced active and substantial development within two (2) years of approval, the approval shall expire and the applicant must reapply under the zoning ordinance then in effect. Extensions may only be granted for unforeseen circumstances beyond the applicant’s control and shall not exceed one year.”

Why: Prevents developers from freezing zoning for decades and forces timely project start.

THE FIVE MOST IMPORTANT FIXES (If Time Is Short Tonight)

1. **40% minimum contiguous open space**
2. **Mandatory traffic mitigation & phasing tied to road improvements**
3. **Mandatory hydrogeologic & groundwater studies**
4. **Independent fiscal analysis for density bonuses**
5. **Close the contiguity loophole**

These five alone dramatically reduce overdevelopment risk and protect water, roads, and taxpayers.

Thank you, Mr. Chair.

The PUD ordinance is one of the most powerful tools in our zoning code. It can shape hundreds of acres at a time, and once approved, it locks in development rights for decades.

That means we have one chance — right now — to get this right.

The draft before us is a major improvement, but it still leaves the Town exposed in several critical areas.

The fixes I've proposed tonight are not anti-development. They are pro-taxpayer, pro-infrastructure, and pro-water-protection. They ensure that any PUD we approve is fiscally responsible, environmentally sound, and aligned with the Master Plan.

To be clear, **the five most important fixes we need tonight are:**

- 1. A minimum of 40% contiguous open space**
- 2. Mandatory traffic mitigation and phasing tied to road improvements**
- 3. Mandatory hydrogeologic and groundwater studies**
- 4. Independent fiscal analysis for any density bonuses**
- 5. Closing the contiguity loophole so scattered parcels cannot be stitched together**

These five alone dramatically reduce overdevelopment risk and protect our water, our roads, and our taxpayers.

-When the ordinance says parcels “separated by a road or utility corridor shall be considered contiguous,” that’s a loophole we must close.

-When density bonuses can be granted without independent fiscal analysis, that’s a risk we cannot take.

-When open space has no minimum requirement, when traffic mitigation is optional, when groundwater studies are not required

— those are weaknesses that will cost this town far more in the long run than any developer contribution.

My goal is simple: if a PUD is approved in Londonderry, it must protect our water, protect our roads, protect our neighborhoods, and protect our taxpayers.

These amendments do exactly that.

I urge the Board to incorporate these changes so that this ordinance becomes what it is intended to be — a tool for smart, balanced, sustainable growth that truly benefits the people who live here.



Town of Londonderry, New Hampshire

268B Mammoth Road • Londonderry, NH 03053

(603) 432-1100 • londonderrynh.gov

ORDINANCE 2026-06

AN AMENDMENT TO THE ZONING ORDINANCE, SITE PLAN REGULATIONS, AND SUBDIVISION REGULATIONS RELATING TO THE DEFINITION OF “ABUTTER”

WHEREAS the Planning Board has completed a comprehensive review of Section 5.2 of the Londonderry Zoning Ordinance relating to Planned Unit Development (PUD); and

WHEREAS the Planning Board, at the direction of the Town Council, have prepared amendments to modernize and strengthen the PUD ordinance consistent with RSA 674:21, best practices, and the Town’s land use goals; and

WHEREAS the proposed amendments include the following substantive updates:

- **Purpose & Objectives (Sec. 5.2.2):** Clarifies the intent of the PUD ordinance and expands focus on housing diversity, mixed-use development, infrastructure efficiency, environmental protection, and economic vitality.
- **Definitions (Sec. 5.2.3):** Updates terminology to align with APA guidance and New Hampshire standards and clarifies key terms including Planned Unit Development, Density Bonus, and Open Space.
- **Administration & Review Process (Sec. 5.2.4):** Establishes a structured review framework including pre-application consultation, conceptual Planning Board review, community input, formal public hearings, and written findings.
- **PUD Master Plan & Submission Requirements (Secs. 5.2.5 & 5.2.9):** Requires a comprehensive Master Plan submission supported by a Planning Board-adopted checklist and establishes measurable standards for land use, density, open space, housing, and environmental protections.
- **Eligibility & Permitted Uses (Secs. 5.2.6 & 5.2.7):** Defines minimum tract size and clarifies permitted uses, with an emphasis on appropriate mixed-use development.
- **Standards of Development (Sec. 5.2.8):** Introduces a density bonus framework tied to public benefits and establishes clear, measurable development standards for site design, including building height, parking, setbacks, and buffers, along with requirements for recorded covenants and easements.

- **Planning Board Review Criteria (Sec. 5.2.8):** Expands evaluation criteria to include fiscal impacts, infrastructure capacity, natural and cultural resource protection, and overall public benefit.
- **Interpretation, Application, and Fees (Secs. 5.2.10–5.2.12):** Clarifies the PUD Master Plan as the controlling document and establishes fee authority under the Town Council Land Use Fee Schedule; and

WHEREAS the Planning Board has reviewed the proposed amendments through work sessions and a duly noticed public hearing and has voted to recommend adoption of the amendments to the Town Council.

NOW THEREFORE BE IT ORDAINED by the Town Council of the Town of Londonderry, New Hampshire, that Section 5.2 of the Londonderry Zoning Ordinance is hereby amended as set forth in the attached, which is incorporated herein by reference.

BE IT FURTHER ORDAINED that this amendment shall take effect upon adoption by the Town Council.

**Ron Dunn – Chair
Town Council**

Sharon Farrell – Town Clerk

PASSED AND ADOPTED by the Londonderry Town Council this XXth day of [month] 2026.

The following comments were submitted by Councilor Paul.

The following comments were submitted by Councilor
Paul.

Intro

Over the past several years, Londonderry's PUD ordinance has produced developments that do not resemble true Planned Unit Developments. Instead of a balanced of mixed-use neighborhoods with commercial, civic, and residential components, we've seen large residential projects with minimal public benefit and long-term service burdens on taxpayers.

At this point, the ordinance is no longer functioning as a planning tool — it has become a loophole. It should be discontinued while we work on improving it for the benefit of the community. Because when an ordinance stops protecting the community, it must be stopped and fixed.

That's why this review is structured section-by-section. A PUD ordinance is only as strong as its definitions, requirements, and enforcement mechanisms. If even one section is vague or optional, the entire ordinance becomes vulnerable. This process identifies weaknesses, compares our standards to successful PUD models found in other NH towns, and recommends clear, enforceable improvements.

Every change I'm proposing serves one purpose: **to restore the original intent of a PUD and protect taxpayers, infrastructure, and the long-term vision of this community.**

Closing

Thank you for reviewing this ordinance section by section. What you've seen tonight is not just a list of edits — it's a plan to finally make our PUD ordinance work the way it was intended. For years, our PUDs have delivered housing without the commercial balance, public benefit, or infrastructure protections

the ordinance promised. And because Londonderry has no impact fees, every strain on police, fire, schools, roads, and water is shifted directly onto taxpayers. A weak PUD ordinance combined with no impact fees is a recipe for long-term financial harm. Other New Hampshire towns have shown us what success looks like: clear standards, enforceable commitments, and development that aligns with their master plans. Londonderry deserves the same. These changes ensure that any future PUD must deliver real mixed-use, real public benefit, real infrastructure mitigation, and real accountability. They close loopholes, strengthen enforcement, and protect taxpayers from carrying the full cost of large-scale development.

This is our opportunity to correct the course and put Londonderry on a path toward responsible, balanced, sustainable growth. These changes aren't just improvements — **they are necessary.**

(Starting at the bottom of Page 5 of 14)

SECTION 5.2.6(B) — TRACT SIZE (CONTIGUITY)

Town Draft (Summary)

Allows parcels separated by roads, utility corridors, or waterways to count as “contiguous” unless the Planning Board decides otherwise.

*** Rewrite (Suggested Fix + Best Practices)**

“The minimum tract size for a Planned Unit Development (PUD) shall be one hundred (100) acres of contiguous, developable land. Parcels separated by major roads, utility corridors, rail lines, or other significant barriers shall not be considered contiguous unless the applicant demonstrates—through independent traffic, safety, and infrastructure analysis selected by the Town and funded by the applicant—that the parcels function as a single unified development without creating adverse impacts to traffic circulation, emergency response, or municipal services. Wetlands, steep slopes, and protected natural resources shall not be counted toward the minimum acreage requirement.”

Why It Matters

Closes the “patchwork PUD” loophole and aligns with Bedford, Merrimack, and Dover best practices.

SECTION 5.2.6(D) — UTILITIES

Town Draft (Summary)

Requires PUDs to be served by public water and sewer, and says service must be “reasonably consistent” with the Sewer Facilities Master Plan.

*** Rewrite (Suggested Fix + Best Practices)**

“All PUDs shall be served by public water and public sewer systems. Sewer and water capacity shall be verified through independent engineering analysis selected by the Town and funded by the applicant. Service shall comply with the Town’s Sewer Facilities Master Plan, and no PUD shall be approved unless adequate capacity exists or the applicant funds all improvements necessary to achieve compliance. Adequate capacity shall mean the ability of the system to meet projected peak demand, fire flow requirements, and long-term service needs without degrading existing service levels. Capacity analysis shall account for cumulative impacts of all approved, pending, and proposed developments within the service area.

All required improvements shall be constructed and operational prior to the issuance of any certificates of occupancy.”

Why It Matters

Removes vague language, prevents approvals without infrastructure, and ensures capacity is verified independently and built **before** occupancy.

*** SECTION 5.2.7 — PERMITTED USES**

“A Planned Unit Development (PUD) shall include a balanced mix of residential, commercial, and civic uses. To ensure economic stability and alignment with the Town’s Master Plan, the following minimum use requirements shall apply:

- 1. Commercial Component:** A minimum of **30% of total floor area** shall consist of commercial uses that generate employment, services, or tax revenue. Storage-only or low-impact uses shall not satisfy this requirement.
- 2. Civic / Community Space:** A minimum of **10% of total floor area** shall be dedicated to civic or community uses accessible to the public.
- 3. Residential Cap:** Residential uses shall not exceed **60% of total floor area** within the PUD.
- 4. Mixed-Use Integration:** Uses must be designed as an integrated, walkable environment with coordinated circulation and shared infrastructure.
- 5. Master Plan Consistency:** All permitted uses shall demonstrate clear consistency with the Town’s Master Plan.”**

SECTION 5.2.8(A) — PARKING & LOADING

Town Draft (Summary)

Requires parking to generally comply with Site Plan Regulations but allows the Planning Board to approve shared parking or reduced ratios with a parking analysis.

*** Rewrite (Suggested Fix + Best Practices)**

“Off-street parking and loading shall comply with the Town’s Site Plan Regulations unless modified through the PUD Master Plan approval. Any request for shared parking, reduced parking ratios, or alternative parking arrangements shall be supported by an independent parking demand analysis selected by the Town and funded by the applicant. Such analysis shall evaluate peak demand, mixed-use interactions, pedestrian connectivity, and impacts on surrounding neighborhoods. No reduction shall be granted if it would result in overflow parking onto public

streets or adjacent properties.”

Why It Matters

Prevents under-parking, protects neighborhoods, and ensures reductions are based on **independent data**, not developer-submitted studies.

SECTION 5.2.8(B) — BUILDING HEIGHT

Town Draft (Summary)

Limits building height to 50 feet unless the Planning Board authorizes more through the Master Plan. Requires FAA and Airport Overlay compliance.

*** Rewrite (Suggested Fix + Best Practices)**

“No building within a PUD shall exceed fifty (50) feet in height unless specifically approved as part of the PUD Master Plan based on demonstrated compatibility with surrounding development, infrastructure capacity, and public safety access. Any request for increased height shall include independent shadow, safety, and emergency access analysis selected by the Town and funded by the applicant. All structures shall comply with FAA requirements and the Airport Approach Height Overlay District.”

Why It Matters

Ensures height increases are tied to **safety, compatibility, and emergency access**, not simply developer preference.

SECTION 5.2.8(C) — RESIDENTIAL DENSITY

Town Draft (Summary)

The draft sets a baseline density of 6 units per acre and allows density bonuses based on “community benefits.” It does not require infrastructure capacity analysis, nor does it tie density to commercial or civic delivery.

*** Rewrite (Suggested Fix + Best Practices)**

“Residential density within a PUD shall be directly tied to the capacity of existing and planned infrastructure, including roads, schools, utilities, and public safety services. Baseline residential density shall not exceed six (6) dwelling units per gross acre.

Density bonuses may be granted only when:

1. **Infrastructure Capacity:** Independent third-party analysis, selected by the Town and funded by the applicant, demonstrates that all infrastructure systems can safely and sustainably support the increased density.

2. **Commercial & Civic Delivery:** Required commercial and civic components have reached **active and substantial development** prior to or concurrent with the residential phases benefiting from the density bonus.
3. **Mitigation:** All necessary infrastructure improvements are fully funded by the applicant and constructed prior to issuance of certificates of occupancy for the associated residential units.
4. **Density Cap:** **In no case shall total residential density exceed 7.5 dwelling units per acre, inclusive of all bonuses, and under no circumstances shall density be increased beyond the level that can be fully supported by existing and planned infrastructure, public safety services, and school capacity as verified through independent analysis selected by the Town and funded by the applicant.**
5. **Environmental Constraints:** Environmentally sensitive areas shall not be counted toward density calculations, nor used to justify density bonuses.***

Why It Matters

This ensures density is based on **actual, independently verified infrastructure capacity**, prevents overloading schools and public safety services, and eliminates loopholes that previously allowed density increases without corresponding commercial development or mitigation.

*** Added SECTION 5.2.8(D) — COMPLIANCE WITH OTHER REGULATIONS**

Town Draft (Summary)

States that PUDs must comply with all other applicable regulations unless modified through the PUD process. This section is mostly procedural and does not contain loopholes.

*** Rewrite (Suggested Fix + Best Practices)**

“All development within a PUD shall comply with the Town’s Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations unless specific modifications are approved as part of the PUD Master Plan. Any requested modification shall be supported by independent analysis demonstrating that the alternative standard provides equal or greater protection of public health, safety, infrastructure capacity, environmental resources, and community character.”

Why It Matters

This prevents the PUD process from being used to bypass core regulations and ensures any flexibility is justified with **objective evidence**, not subjective claims.

*** SECTION 5.2.8(E) — OPEN SPACE**

Town Draft (Summary)

Requires open space but allows flexibility in what counts. Does not require permanent protection. Does not prohibit counting wetlands or unusable land toward open space totals.

*** Rewrite (Suggested Fix + Best Practices)**

“A minimum of twenty-five percent (25%) of the gross land area within a PUD shall be designated as permanently protected open space. Open space shall be configured as usable, contiguous land that supports recreation, conservation, agriculture, or natural resource protection. The following standards shall apply:

- 1. Permanent Protection:** All open space shall be permanently protected through a recorded conservation easement or deed restriction approved by the Town.
- 2. Usable Land Requirement:** No more than twenty-five percent (25%) of the required open space may consist of wetlands, steep slopes, floodplains, or other environmentally constrained areas.
- 3. Connectivity:** Open space shall be designed to connect with existing or planned greenways, trails, or conservation lands where feasible.
- 4. Ownership & Maintenance:** Open space may be owned by the Town, a land trust, a homeowners’ association, or another entity approved by the Town, provided long-term maintenance responsibilities are clearly established.”**

Why It Matters

Prevents developers from counting unusable land as “open space,” ensures permanent protection, and aligns with best practices used in New London, Lebanon, and Keene.

Added **SECTION 5.2.8(F) — Environmental Protection - Covenants, Restrictions, and Easements.**

Town Draft (Summary)

Requires compliance with the Conservation Overlay District (COD) but allows the Planning Board to consider modifications. Does not

explicitly prohibit buffer reductions, buyouts, or encroachments. Does not require independent environmental review.

*** Rewrite (Suggested Fix + Best Practices)**

“All development within a PUD shall comply with the Conservation Overlay District (COD) and all applicable environmental protection standards. The following requirements shall apply:

1. **COD Buffers:** COD buffers shall be preserved in full. No reductions, waivers, or fee-in-lieu substitutions shall be permitted.
2. **Independent Environmental Review:** All wetland, wildlife, habitat, and natural resource assessments shall be conducted by an independent third-party consultant selected by the Town and funded by the applicant.
3. **Avoidance & Minimization:** Development shall be designed to avoid impacts to wetlands, riparian corridors, wildlife habitat, and other sensitive resources to the maximum extent practicable.
4. **Stormwater & Water Quality:** Stormwater systems shall be designed to meet or exceed the Town’s regulations and shall incorporate low-impact development (LID) practices where feasible.
5. **No Net Loss:** PUDs shall demonstrate no net loss of functional wetland value, wildlife habitat, or water quality protection.”**

Why It Matters

This eliminates loopholes that allow COD buffer reductions, ensures environmental impacts are independently verified, and protects Londonderry’s water resources and natural systems.

SECTION 5.2.8(G) — CIRCULATION & TRANSPORTATION

Town Draft (Summary)

Requires internal circulation to be coordinated and connected. Allows the Planning Board to determine adequacy of traffic improvements. Does not require independent traffic analysis. Does not require mitigation to be constructed before occupancy. Does not address cut-through traffic or neighborhood impacts.

*** Rewrite (Suggested Fix + Best Practices)**

“Circulation and transportation systems within a PUD shall provide safe, efficient, and coordinated movement for vehicles, pedestrians, bicycles, and emergency services. The following standards shall apply:

1. **Independent Traffic Analysis:** All traffic studies shall be conducted by an independent third-party consultant selected by the Town and funded by the applicant. Analysis shall include peak-hour

impacts, cumulative impacts, neighborhood cut-through risk, and emergency response access.

2. **Mitigation Requirements:** All traffic and transportation improvements necessary to maintain or improve levels of service shall be fully funded by the applicant and constructed prior to the issuance of certificates of occupancy for the associated development phases.

3. **Connectivity:** Internal streets, sidewalks, and multi-use paths shall be designed as an integrated network that connects to existing and planned public infrastructure, including trails and transit facilities where applicable.

4. **Emergency Access:** Roadway design shall ensure adequate emergency access, turning radii, and secondary access routes consistent with Fire Department standards.

5. **Neighborhood Protection:** The PUD shall be designed to prevent cut-through traffic in existing residential neighborhoods. Traffic calming or access management measures may be required.”**

Why It Matters

Ensures traffic impacts are independently verified, prevents cut-through traffic, requires mitigation **before** occupancy, and protects emergency response times.

SECTION 5.2.8(H) — ARCHITECTURAL & SITE DESIGN

Town Draft (Summary)

Encourages high-quality design but does not require it. Provides general guidance but no enforceable standards. Does not require consistency across phases or land-use areas. Does not require design guidelines to be binding.

*** Rewrite (Suggested Fix + Best Practices)**

“Architectural and site design within a PUD shall reflect high-quality, cohesive, and context-sensitive development. The following standards shall apply:

1. **Design Guidelines:** The PUD Master Plan shall include architectural, landscape, and site design guidelines that establish materials, massing, rooflines, façade treatments, lighting, signage, and streetscape standards. These guidelines shall be binding for all phases of development.

2. **Cohesive Character:** Buildings and site elements shall be designed to create a unified visual identity across the PUD while respecting surrounding neighborhood character.

3. **Pedestrian Orientation:** Site design shall prioritize walkability

through building placement, sidewalk networks, street trees, pedestrian amenities, and human-scale design features.

4. **Screening & Transitions:** Adequate buffering, landscaping, and screening shall be provided between differing land uses and along the perimeter of the PUD to protect adjacent residential areas.

5. **Sustainability:** Where feasible, development shall incorporate energy-efficient building design, low-impact development (LID) stormwater practices, and environmentally responsible materials.”**

Why It Matters

Creates enforceable design standards, prevents inconsistent or low-quality development, and ensures the PUD delivers a cohesive, walkable, and attractive built environment.

Added SECTION 5.2.8(I) — PHASING

Town Draft (Summary)

The draft requires a phasing plan but allows the Planning Board broad discretion. It does not require commercial/civic uses to be built early. It does not prevent “residential-first” development patterns. It does not require infrastructure to be built before occupancy.

*** Rewrite (Suggested Fix + Best Practices)**

“A PUD shall include a detailed phasing plan that ensures coordinated delivery of residential, commercial, civic, and infrastructure components. The following standards shall apply:

1. **Balanced Delivery:** Commercial and civic components required under this ordinance shall reach **active and substantial development** prior to or concurrent with the residential phases they are intended to support.

2. **Infrastructure First:** All infrastructure improvements necessary to support each phase—including roads, utilities, stormwater, and public safety facilities—shall be constructed and operational prior to the issuance of certificates of occupancy for that phase.

3. **Phase Sequencing:** Each phase shall be designed as a functional, self-sufficient development area with adequate access, utilities, and open space.

4. **Monitoring & Adjustments:** The Planning Board may require updated phasing schedules, infrastructure capacity analyses, or mitigation measures if conditions change or if development proceeds more rapidly than anticipated.”**

Why It Matters

Prevents developers from building all the housing first, ensures commercial and civic uses actually materialize, and guarantees infrastructure is in place **before** residents move in.

Added SECTION 5.2.8(J) — PUBLIC AMENITIES & COMMUNITY BENEFITS

Town Draft (Summary)

Allows “community benefits” to justify density bonuses but does not define them clearly. Does not require benefits to be proportional to impacts. Does not require benefits to be delivered early or guaranteed. Allows subjective Planning Board interpretation.

*** Rewrite (Suggested Fix + Best Practices)**

“Public amenities and community benefits provided as part of a PUD shall be clearly defined, measurable, and proportional to the impacts of the development. The following standards shall apply:

- 1. Definition & Eligibility:** Community benefits shall include only those improvements that provide a measurable public advantage beyond what is required under conventional zoning, site plan, or subdivision regulations.
- 2. Independent Valuation:** The scale and value of proposed community benefits shall be verified through independent analysis selected by the Town and funded by the applicant.
- 3. Timing of Delivery:** Public amenities and community benefits shall be constructed or provided **prior to or concurrent with** the development phases that rely on them for density bonuses or flexibility.
- 4. Types of Eligible Benefits:** Eligible benefits may include public parks, trail networks, civic facilities, off-site infrastructure improvements, affordable housing, environmental restoration, or other amenities approved by the Town.
- 5. No Substitutions:** Cash payments, fee-in-lieu contributions, or off-site mitigation may be accepted only where specifically authorized by the Town and only when they provide equal or greater public value.”**

Why It Matters

Prevents vague or low-value “benefits,” ensures benefits are real and delivered early, and ties density bonuses to **verified, measurable public value**.

Added SECTION 5.2.8(K) — STORMWATER MANAGEMENT

Town Draft (Summary)

The draft requires compliance with the Town’s stormwater regulations but does not require:

- Low-Impact Development (LID)

- Independent review
- Upstream/downstream impact analysis
- Construction before occupancy
- Long-term maintenance guarantees

This leaves major gaps.

*** Rewrite (Suggested Fix + Best Practices)**

“Stormwater management systems within a PUD shall be designed, constructed, and maintained to protect water quality, prevent flooding, and preserve natural hydrology. The following standards shall apply:

1. **Independent Review:** All stormwater designs shall undergo independent third-party engineering review selected by the Town and funded by the applicant.
2. **LID Priority:** Low-Impact Development (LID) practices—such as infiltration, bioretention, and naturalized drainage—shall be incorporated to the maximum extent practicable.
3. **Peak Flow Control:** Post-development peak flows shall not exceed pre-development levels for the 2-, 10-, 25-, and 50-year storm events.
4. **Downstream Protection:** Stormwater systems shall demonstrate no adverse downstream impacts, including erosion, flooding, or water quality degradation.
5. **Construction Timing:** All stormwater infrastructure serving a development phase shall be fully constructed and operational prior to issuance of certificates of occupancy for that phase.
6. **Long-Term Maintenance:** A long-term maintenance plan, including responsible parties and funding mechanisms, shall be recorded as part of the PUD approval.”**

Why It Matters

Prevents flooding, protects water quality, ensures independent verification, and requires stormwater systems to be built **before** residents move in.

Added SECTION 5.2.8(L) — UTILITIES & INFRASTRUCTURE COORDINATION

Town Draft (Summary)

The draft references utility coordination but:

- Does not require capacity verification
- Does not require timing alignment
- Does not require underground utilities
- Does not require independent engineering review

- Does not require coordination across phases

This creates risk of overloaded systems and fragmented infrastructure.

*** Rewrite (Suggested Fix + Best Practices)**

“Utilities and infrastructure within a PUD shall be planned and constructed as an integrated, coordinated system that supports all phases of development. The following standards shall apply:

1. **Capacity Verification:** Water, sewer, electric, and telecommunications capacity shall be verified through independent engineering analysis selected by the Town and funded by the applicant.
2. **Infrastructure Timing:** All utilities necessary to serve each phase shall be installed and operational prior to issuance of certificates of occupancy for that phase.
3. **Underground Utilities:** All new utility lines shall be installed underground unless the Planning Board determines that underground installation is infeasible due to site constraints.
4. **Inter-Agency Coordination:** The applicant shall coordinate with all relevant utility providers to ensure adequate service, redundancy, and long-term reliability.
5. **Future Connections:** Utility layouts shall accommodate future connections to adjacent parcels and planned municipal infrastructure where feasible.”**

Why It Matters

Ensures utilities are built **before** occupancy, prevents overloaded systems, requires independent verification, and guarantees coordinated, future-ready infrastructure.

Added SECTION 5.2.8(M) — LANDSCAPING & BUFFERS

Rewrite

“Landscaping and buffers within a PUD shall be designed to enhance visual quality, protect adjacent neighborhoods, and support environmental health. The following standards shall apply:

1. **Perimeter Buffers:** A minimum **50-foot landscaped buffer** shall be provided along the perimeter of the PUD where it abuts existing residential neighborhoods. Buffers shall include evergreen and deciduous plantings to ensure year-round screening.
2. **Internal Buffers:** Adequate landscaping and screening shall be provided between differing land uses within the PUD, including between residential and commercial areas, parking lots, and loading

zones.

3. **Native Species:** Landscaping shall prioritize native or climate-appropriate species to support ecological health and reduce long-term maintenance needs.

4. **Screening of Utilities:** Mechanical equipment, dumpsters, loading areas, and utility structures shall be fully screened from public view through landscaping, fencing, or architectural treatments.

5. **Maintenance Plan:** A long-term landscape maintenance plan shall be submitted and approved as part of the PUD Master Plan, identifying responsible parties and funding mechanisms.”**

Added SECTION 5.2.8(N) — LIGHTING & SIGNAGE

Rewrite

“Lighting and signage within a PUD shall be designed to ensure safety, minimize glare, and create a cohesive visual environment. The following standards shall apply:

1. **Dark-Sky Compliance:** All exterior lighting shall be full cut-off, downward-directed, and compliant with dark-sky principles.

2. **Neighborhood Protection:** Lighting shall be designed to prevent spillover onto adjacent residential properties. Illumination levels at property lines shall not exceed Town standards.

3. **Pedestrian-Scale Lighting:** Lighting in mixed-use and pedestrian areas shall be human-scaled to enhance walkability and safety.

4. **Signage Program:** The PUD Master Plan shall include a cohesive signage program addressing materials, illumination, placement, and design to ensure consistency across all phases.

5. **Prohibited Lighting:** Flashing, moving, or internally scrolling lighting shall be prohibited unless specifically approved for civic or public safety purposes.”**

Added SECTION 5.2.8(O) — PUBLIC SAFETY & EMERGENCY SERVICES

Rewrite

“Development within a PUD shall ensure adequate fire, police, and emergency medical service capacity to serve all phases of the project. The following standards shall apply:

1. **Emergency Response Capacity:** Independent analysis, selected by the Town and funded by the applicant, shall verify that fire, police, and EMS services can maintain or improve existing response times and service levels.

2. **Access & Design Requirements:** All roadways, intersections,

building placements, and site layouts shall comply with Fire Department access standards, including turning radii, hydrant spacing, and secondary access requirements.

3. **Public Safety Infrastructure:** If additional equipment, facilities, or staffing are required to maintain service levels, the applicant shall fully fund such improvements as part of the PUD approval.

4. **Construction Timing:** Required public safety improvements shall be completed and operational prior to issuance of certificates of occupancy for the associated development phases.

5. **Hazard Mitigation:** The PUD shall incorporate fire-resistant materials, adequate water supply for fire suppression, and emergency evacuation routes consistent with Town standards.”**

Added SECTION 5.2.8(P) — FISCAL IMPACT & MUNICIPAL SERVICES

Rewrite

“A PUD shall demonstrate a neutral or positive fiscal impact on the Town over the long term. The following standards shall apply:

1. **Independent Fiscal Impact Analysis:** A comprehensive fiscal impact study shall be conducted by an independent consultant selected by the Town and funded by the applicant. The analysis shall evaluate capital costs, operating costs, school impacts, public safety needs, and long-term municipal service demands.

2. **Cumulative Impact:** The fiscal analysis shall account for all approved, pending, and proposed developments within the service area to ensure accurate forecasting.

3. **Mitigation of Negative Impacts:** If the analysis identifies negative fiscal impacts, the applicant shall fully fund mitigation measures, including off-site improvements, impact fees, or long-term service contributions.

4. **Phasing Alignment:** Fiscal impacts shall be evaluated for each phase of development to ensure municipal services remain adequately funded throughout build-out.

5. **No Approval Without Neutral/Positive Impact:** No PUD or PUD phase shall be approved unless the fiscal analysis demonstrates a neutral or positive impact on the Town’s tax rate and municipal service capacity.”**

SECTION 5.2.9 — COVENANTS, RESTRICTIONS, AND EASEMENTS

Town Draft

The Town's draft includes a short administrative section requiring the applicant to record covenants, restrictions, and easements to ensure long-term compliance. However, it:

- Does not require enforceability standards
- Does not require Town approval of legal documents
- Does not require maintenance funding mechanisms
- Does not require consistency with the PUD Master Plan
- Does not require that obligations run with the land

This leaves room for weak or unenforceable documents.

*** Rewrite (Suggested Fix + Best Practices)**

“All covenants, restrictions, and easements associated with a PUD shall be legally binding, enforceable, and consistent with the approved PUD Master Plan. The following standards shall apply:

1. **Town Approval Required:** All covenants, restrictions, easements, and related legal documents shall be reviewed and approved by the Town prior to final PUD approval.
2. **Running With the Land:** All obligations, restrictions, and maintenance responsibilities shall run with the land and be binding on all future owners, successors, and assigns.
3. **Consistency With PUD Master Plan:** All recorded documents shall be consistent with the approved PUD Master Plan, including phasing, open space protection, infrastructure obligations, and long-term maintenance requirements.
4. **Maintenance Responsibilities:** Covenants shall clearly identify the parties responsible for maintaining private roads, utilities, stormwater systems, open space, landscaping, and shared facilities, along with the funding mechanisms to support such maintenance.
5. **Enforcement:** The Town shall retain the right to enforce all covenants, restrictions, and easements necessary to ensure compliance with the PUD approval and to protect public health, safety, and welfare.
6. **Recording:** All required documents shall be recorded at the Registry of Deeds prior to the issuance of any building permits within the PUD.”**

Why It Matters

Ensures long-term enforceability, prevents maintenance disputes, protects the Town from inheriting private obligations, and guarantees that all commitments made during approval remain binding on future owners.

SECTION 5.2.10 — ADMINISTRATION & ENFORCEMENT

Town Draft

The Town's draft includes only minimal administrative language. It does **not**:

- Define who enforces the PUD
- Require compliance monitoring
- Establish penalties for violations
- Require amendments for deviations
- Require updated studies during build-out
- Clarify the Planning Board's authority
- Provide mechanisms for suspension or revocation

This leaves the Town with **no leverage** if a developer deviates from the approved plan.

*** Rewrite (Suggested Fix + Best Practices)**

“The administration and enforcement of a PUD shall ensure full compliance with the approved PUD Master Plan, all conditions of approval, and all applicable Town regulations. The following standards shall apply:

1. Authority & Oversight

The Planning Board shall be the primary authority for reviewing, approving, and administering PUD applications. The Town Manager, Building Inspector, Fire Department, and other municipal officials shall enforce compliance with all approved plans and conditions.

2. Compliance Monitoring

The applicant shall submit compliance reports at intervals determined by the Planning Board, documenting:

- Construction progress
- Phasing adherence
- Infrastructure completion
- Delivery of required commercial/civic components
- Environmental and stormwater compliance
- Fiscal and public safety impacts

The Town may require updated independent studies if conditions change or if development proceeds faster than anticipated.

3. Deviations & Amendments

Any deviation from the approved PUD Master Plan, including

changes to use mix, density, phasing, infrastructure, or public amenities, shall require:

- **A formal amendment**, and
- **Planning Board approval**

Minor modifications may be approved administratively only if they do not alter density, use mix, infrastructure obligations, or public benefits.

4. Enforcement & Penalties

Failure to comply with the approved PUD Master Plan or conditions of approval may result in:

- Suspension of building permits
- Withholding of certificates of occupancy
- Revocation of approvals
- Enforcement actions under RSA 676:17
- Legal action to compel compliance

The Town may also require corrective measures at the applicant's expense.

5. Performance Guarantees

The Town may require performance guarantees, including bonds, letters of credit, or escrow accounts, to ensure completion of:

- Infrastructure
- Stormwater systems
- Landscaping
- Public amenities
- Environmental mitigation
- Any other required improvements

No certificates of occupancy shall be issued until required improvements are completed or secured.

6. Recordkeeping

All approved plans, conditions, covenants, and amendments shall be recorded at the Registry of Deeds. The applicant shall provide the Town with digital and hard-copy versions of all approved documents.

7. Expiration & Lapse of Approval

If substantial construction has not commenced within the timeframe established by the Planning Board, the PUD approval may lapse

unless extended for good cause.

Why It Matters

This section gives the Town **real enforcement power**, ensures developers cannot drift away from commitments, and protects taxpayers by requiring:

- Monitoring
- Amendments for changes
- Penalties for violations
- Performance guarantees
- Independent verification

SECTION 5.2.11 — AMENDMENTS TO AN APPROVED PUD *Town Draft*

The Town's draft includes **no clear amendment procedure** for PUDs. This is a major gap because without a defined process, developers can attempt to:

- Shift uses
- Increase density
- Delay commercial/civic components
- Alter phasing
- Reduce open space
- Modify infrastructure obligations
- Change architectural standards

...all without a formal public review.

We need a reform package that requires a **strict, transparent amendment process**.

*** Rewrite (Suggested Fix + Best Practices)**

“Any modification to an approved PUD Master Plan, including changes to land uses, density, phasing, infrastructure, public amenities, or design standards, shall require review and approval in accordance with the following procedures:”

1. Major Amendments (Planning Board Public Hearing Required)

A **Major Amendment** shall be required for any change that materially alters the approved PUD, including but not limited to:

- Increase in residential density
- Reduction in commercial or civic space
- Changes to phasing or sequencing

- Modifications to required infrastructure or mitigation
- Reduction in open space or environmental protections
- Changes affecting traffic, public safety, or school impacts
- Alterations to architectural or site design guidelines
- Any change that increases the fiscal impact on the Town

Major Amendments require:

- A new public hearing
- Updated studies (traffic, fiscal, environmental, etc.)
- Planning Board approval
- Recording of the amended plan

2. Minor Modifications (Administrative Review Allowed)

A **Minor Modification** may be approved administratively by Town staff **only if** the change:

- Does not increase density
- Does not alter the use mix
- Does not affect infrastructure capacity
- Does not reduce open space
- Does not alter phasing
- Does not change public amenities
- Does not increase fiscal or public safety impacts

Examples include:

- Minor adjustments to building footprints
- Minor landscaping revisions
- Utility alignment refinements
- Architectural detail adjustments that remain consistent with approved guidelines

All Minor Modifications must be documented and placed in the project file.

3. Determination of Amendment Type

The Planning Board (or its designee) shall determine whether a proposed change constitutes a Major Amendment or a Minor Modification. When in doubt, the change shall be treated as a **Major Amendment**.

4. Updated Studies & Impact Analyses

The Town may require updated:

- Traffic studies

- Fiscal impact analyses
- School impact projections
- Environmental assessments
- Utility capacity analyses
- Public safety evaluations

...whenever a proposed amendment may affect municipal services or infrastructure.

All studies must be conducted by independent consultants selected by the Town and funded by the applicant.

5. Recording Requirements

All approved amendments—major or minor—shall be recorded at the Registry of Deeds. No building permits shall be issued until the amendment is recorded.

6. No Vesting of Unapproved Changes

No rights shall vest in any proposed modification until it has been formally approved in accordance with this section.

Why It Matters

This section:

- Prevents developers from quietly changing the project
- Protects the Town from density creep
- Ensures commercial/civic components cannot be removed
- Requires public review for meaningful changes
- Ensures updated studies reflect real impacts
- Keeps the PUD consistent with what was promised to residents

SECTION 5.2.12 — EXPIRATION, LAPSE, AND EXTENSIONS

Town Draft

The Town's draft contains **no expiration or lapse provisions** for PUD approvals. This is a major gap because without clear timelines:

- A PUD approval could sit for 10–20 years
- Market conditions could change
- Traffic, fiscal, and environmental impacts could become outdated
- Developers could “bank” approvals indefinitely
- The Town loses control over phasing and timing

We need a reform package requires **clear expiration rules** and

updated studies if approvals lapse.

*** Rewrite (Suggested Fix + Best Practices)**

“PUD approvals shall remain valid only in accordance with the timelines and conditions established in this section. Failure to meet these requirements shall result in expiration or lapse of approval unless extended by the Planning Board.”

1. Timeframe for Substantial Completion

A PUD approval shall expire if **substantial construction has not commenced within two (2) years** of the date of final approval, unless an extension is granted.

“Substantial construction” means:

- Installation of utilities
- Construction of roads or drainage
- Foundation work for at least one principal building
- Completion of required off-site improvements for the first phase

2. Phasing Deadlines

Each approved phase shall have a defined start and completion date.

A phase shall be considered lapsed if:

- Construction does not begin within the approved timeframe, or
- Required infrastructure for that phase is not completed on schedule

Lapsed phases require Planning Board review and reauthorization.

3. Extensions

The Planning Board may grant extensions for good cause, provided that:

- The applicant submits a written request before expiration
- Conditions of approval remain valid
- Impact studies remain current
- No significant changes have occurred in traffic, utilities, environmental conditions, or municipal service capacity

The Board may require updated studies before granting an extension.

4. Updated Studies Required for Lapsed Approvals

If a PUD approval or phase lapses, the applicant shall submit updated:

- Traffic impact analysis

- Fiscal impact analysis
- School impact projections
- Environmental and stormwater studies
- Utility capacity evaluations
- Public safety impact assessments

All studies must be conducted by independent consultants selected by the Town and funded by the applicant.

5. Effect of Expiration or Lapse

If a PUD approval expires or lapses:

- No building permits shall be issued
- No certificates of occupancy shall be granted
- The applicant must reapply or obtain reauthorization
- The Town may require compliance with any new regulations adopted since the original approval

6. Recording of Extensions

All extensions or reauthorizations shall be recorded at the Registry of Deeds and incorporated into the PUD Master Plan.

Why It Matters

This section:

- Prevents approvals from lingering for decades
- Ensures impact studies stay current
- Protects the Town from outdated assumptions
- Gives the Planning Board control over timing
- Ensures phased development stays on schedule
- Allows the Town to apply updated regulations if a project stalls

SECTION 5.2.13 — SEVERABILITY

Consolidated, ordinance-ready language

“If any section, subsection, paragraph, sentence, clause, or provision of this Article is held to be invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Article. The remaining provisions shall continue in full force and effect, and to this end the provisions of this Article are declared to be severable.”

Why this matters

A severability clause protects the Town by ensuring:

- If one part of the ordinance is struck down,

- **The rest remains enforceable.**

Without this clause, a single legal challenge could jeopardize the entire PUD framework.

This is standard in well-drafted ordinances and should always be included.



Town of Londonderry, New Hampshire
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Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/4/2026
Submitted By: ASD Kirsten Hildonen
Department: Town Manager's Office

Contact Information: khildonen@londonderrynh.gov
Estimated Discussion Time: 20 minutes
TC OFFICE USE

Agenda Item Title: Review and Discussion of the Proposed Strategic Plan

Background and Purpose: The Town Council attended two workshops on April 13, 2026 and April 22, 2026 where Town staff and members of Town boards presented the draft Strategic Plan for consideration and answered questions posed by the Councilors. At the latter of these two workshops, the Council proposed scheduling the public hearing on the Strategic Plan on June 15, 2026 and holding discussions on the Plan under Old Business at the May 4, May 18, and June 1 Council meetings.

Action: Discuss the Strategic Plan and advise Town staff on any proposed changes or requests for information. Town staff suggests that the Council discuss the following at this meeting:

1. What parts of the Plan is the Council positive it wants to move forward with?
2. What parts of the Plan would the Council like to see changed or refined?
3. What additional information does the Council need from Town staff or boards in order to move forward and make an informed decision about including an objective/action item/KPI in the Plan?

Proposed Motion: n/a

Attachments: Draft of the full Strategic Plan; notes from the April 13 and April 22 workshops; proposed additional / revised action items and KPIS; Town Manager's original Strategic Plan coversheet; memorandum on Strategic Plans

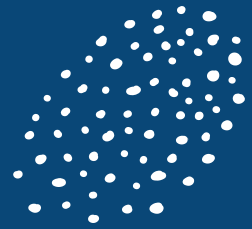


Town of Londonderry **STRATEGIC PLAN**

FY 2027 to FY 2029

As presented for discussion at the May 4, 2026 Town Council meeting

FUNCTIONAL AREAS



The proposed strategic framework for Londonderry organizes a wide range of input from municipal departments, boards, committees, and residents into seven functional areas. Together, these areas create a practical structure for turning many separate ideas into a single plan with clear priorities, measurable goals, and shared responsibility. The framework is designed to balance efficient town operations with long-term planning, fiscal discipline, infrastructure needs, public trust, and preservation of community character.

Government Excellence, Digital Services & Fiscal Stewardship

This area represents the Town's capacity to operate effectively, efficiently, and responsibly. When internal systems are strong and well managed, every public-facing service benefits. Its importance lies in improving service delivery, strengthening accountability, supporting sound financial decisions, and ensuring that Town government remains capable and adaptable as operational demands evolve.

Communications, Civic Trust & Community Engagement

This area focuses on the relationship between Town government and the people it serves. Clear communication and meaningful engagement help residents better understand municipal priorities, decisions, and services. The impact of this work is significant: it supports transparency, encourages informed participation, and strengthens public confidence in local government.

Growth, Land Use, Housing & Economic Vitality

This area shapes how Londonderry plans for the future and responds to change. It is important because it guides development in a way that supports economic strength, reflects community values, and aligns with available infrastructure and services. When managed well, it can help the Town expand opportunity, protect quality of life, and create a more sustainable and balanced pattern of growth.

Infrastructure, Transportation & Asset Management

Residents may not think about drainage, road conditions, or fleet replacement every day, but they feel the consequences when those systems fall behind. This area is important because it deals with the physical backbone of the Town and the reliability of everyday services. Impact is practical and immediate: safer travel, fewer service disruptions, smarter capital spending, and infrastructure that keeps pace with community needs.

Environment, Water & Conservation

This area speaks to the long-term health of the community, not just its appearance. Water quality, water supply, natural resource protection, and environmental stewardship all affect public health, future development choices, and the Town's resilience over time. The value here is not abstract. It is seen in the protection of essential resources, reduced environmental risk, and preservation of the natural features valued by residents.

Public Safety, Emergency Preparedness & Municipal Resilience

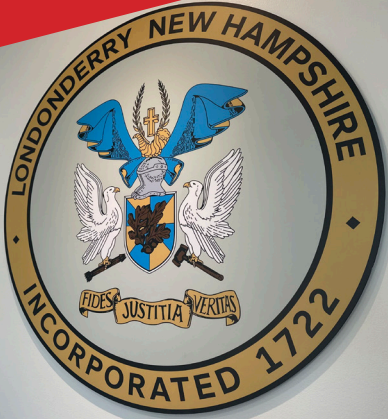
At its core, this area is about readiness. It covers the Town's ability to protect people, maintain essential services, and respond effectively when conditions become unstable, whether the problem is a storm, an infrastructure failure, or a broader emergency. Its importance lies in both prevention and recovery, because a resilient municipality is not one that avoids disruption entirely but one that can absorb it, respond competently, and keep functioning.

Community Character, Recreation, Arts & Culture

This area recognizes the role that shared spaces, programs, and traditions play in shaping community life. Recreation, arts, culture, and preservation of local character all contribute to a stronger sense of identity and belonging. Its impact can be seen in quality of life, civic pride, and the Town's ability to grow in ways that continue to reflect what residents value most about Londonderry.

GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP

Objective A1



Digitize high-volume municipal services and records

By June 30, 2029, implement or fully deploy priority digital service platforms for permitting, records, public access, mapping, budgeting, and internal collaboration so that every high-volume resident transaction identified in FY27 has a digital access path, and all newly created priority records are managed in a standardized digital workflow.

FY 27 Priority Action Items

- Complete OpenGov permitting rollout and integrate it into Planning and Building department workflows and standard operating procedures.
- Create a records retention policy and expand digital records management for vital and registration records.
- Expand town-wide use of M365, digital records storage, and collaboration tools; phase out paper-based processes where legally permissible.
- Create an address-based SharePoint system to centralize property-specific records.
- Convert public-facing mapping from MapGeo to ArcGIS Online and standardize access to parcel, permitting, and infrastructure information.
- Develop a phased digitization roadmap for finance, recreation and facility reservations, assessments, and other resident-facing services.

DEPARTMENTS

Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Cyber Services
Finance & Assessing
Recreation

BOARDS

Planning Board
Town Council
Recreation Commission

FY 27 Key Performance Indicators

- » Complete the initial five permit types in OpenGov by 9/30/2026.
- » Increase use of online Town Clerk & Tax Collector services by 15% over FY26.
- » 80% of site plan and subdivision applications assigned review deadlines within 3 business days of intake by 9/30/2027.
- » Provide initial response to 80% of all permit applications within 2 business days for residential and 4 business days for commercial by 6/30/2026.
- » Complete the records retention policy by 12/31/2026.
- » End contract with MapGeo by end of FY27.
- » Transition one paper-based resident service to digital each quarter.
- » SharePoint and Teams used by 100% of Town departments by 6/30/2027.
- » 100% of new Assessing documents stored in SharePoint address files by 12/31/2026.
- » Digitization roadmap completed by 3/31/2027.
- » Assess error rate and causation for permits and applications by 6/30/2027.

GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP

Objective A2

Standardize workflows, training, and service continuity

By June 30, 2029, document and maintain standard operating procedures for all mission-critical municipal functions, cross-train backup staff for each function, and complete at least one workflow redesign in every operating department.



FY 27 Priority Action Items

- Identify mission-critical processes in each department and create documented SOPs.
- Conduct workflow analyses for permitting, election administration, taxation, dispatch, inspections, accounts payable, and other high-volume processes.
- Create department cross-training plans with named backups for critical roles and annual refresh requirements.
- Develop onboarding and role-based training plans for new staff, including cybersecurity and technology use.
- Review staffing capacity where departments explicitly identified cycle-time or workload constraints.
- Apply LEAN principles across departments to revise processes and improve efficiency.
- Create continuity of operations plans for each department.

DEPARTMENTS

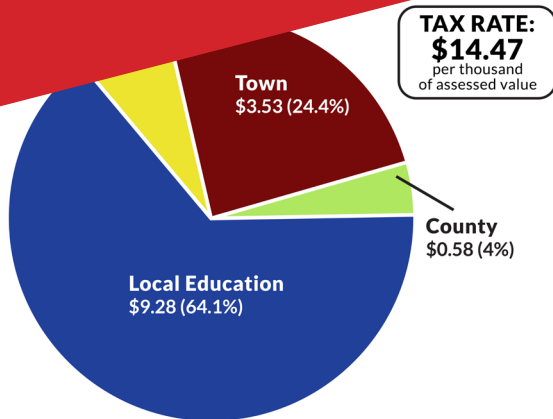
Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Cyber Services
Finance & Assessing
Recreation
Public Works
Human Resources
Fire Department
Police Department
Cable Services
Senior Affairs

FY 27 Key Performance Indicators

- » 100% of departments have a list of mission-critical processes by 12/31/2026.
- » 100% of departments have a minimum of one reviewed, updated, and documented SOP or workflow by 6/30/2027.
- » Department heads review 100% of job descriptions to identify cross-training needs by 3/31/2027.
- » 25% of cross-training needs have a plan by 6/30/2027.
- » Onboarding and offboarding checklists completed by 6/30/2027.
- » 100% of departments who identify staffing limitations at the end of FY26 have a staffing plan complete by 12/31/2026.
- » Run one LEAN workshop by 6/30/2027.
- » Send 4 additional staff to LEAN Yellow Belt training and 4 staff to LEAN Green Belt training by 6/30/2027.
- » Police, Fire, Finance, Town Clerk / Tax Collector, Town Manager, Cyber Services, and Public Works have created or reviewed and finalized a continuity of operations plan by 6/30/2027.

GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP

Objective A3



Improve long-range financial planning and budget transparency

By June 30, 2028, implement a multi-year strategic budgeting framework that links departmental strategic priorities, capital reserves, fund balance policy, and interactive resident-facing budget tools, with annual public budget education materials published for every budget cycle.

FY 27 Priority Action Items

- Roadmap replacement of the Town ERP.
- Modernize chart of accounts to comply with NH DRA administrative rules.
- Update and maintain the fund balance and debt management policies and align capital reserve funding with the master plan and departmental strategic plans.
- Create resident-facing budget tools such as a glossary, budget simulator, educational content, and short budget briefings.
- Train departments, Budget Committee, and Town Council to build multi-year budget requests using data, performance indicators, and capital planning assumptions.
- Explore strategic / priority-based budgeting model.

DEPARTMENTS

Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Cyber Services
Finance & Assessing
Recreation
Public Works
Human Resources
Fire Department
Police Department
Cable Services
Senior Affairs

BOARDS

Town Council
Budget Committee
CIP Committee

FY 27 Key Performance Indicators

- » Complete roadmap for replacement of Town ERP by 9/30/2026.
- » Complete analysis of conversion from current chart of accounts to modernized chart of accounts by 6/30/2027.
- » Updated fund balance and debt management policies completed and approved by 12/31/2026.
- » 100% of known capital projects submitted for consideration on the CIP by 6/30/2027.
- » Public-facing budget education program in place by 9/30/2027.
- » Increase deliberative session attendance by 15% over five-year average by 2/28/2027.
- » Hold at least three strategic budgeting workshops and trainings by 6/30/2027.

GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP



Objective A4



Implement staff development and retention plans

By June 30, 2029, implement department-level staff development and retention plans for 100% of municipal departments, ensure that at least 90% of full-time employees receive an annual development plan or documented career-path discussion, reduce voluntary turnover, and maintain current succession plans for all department-head and other mission-critical roles.

FY 27 Priority Action Items

- Complete wage classification study and implement salary adjustments to align Town salaries to the 60th percentile of comparative wages.
- Conduct a town-wide workforce risk assessment to identify hard-to-fill positions, retirement-vulnerable roles, and departments with recurring turnover or recruitment delays.
- Establish succession plans for department heads and other mission-critical technical or customer-facing roles.
- Standardize annual employee development planning expectations by department, including role-based training, supervisory coaching, and documented career-path conversations.
- Integrate wellness supports into retention planning for high-stress roles.
- Increase staff awareness of training opportunities and employee benefits.

FY 27 Key Performance Indicators

- » Implement the wage classification study recommendations for two groups by 7/1/2028.
- » Calculate the FY26 baseline turnover by 9/30/2026.
- » Risk assessment report complete by 3/31/2027.
- » 25% of mission-critical roles have established succession plans by 6/30/2027.
- » 25% of municipal departments have development & retention plans by 6/30/2027.
- » 25% of full-time employees receive a documented career path discussion by 6/30/2027.
- » 95% of all employees compliant with KnowBe4 cybersecurity training by 12/31/2026.
- » Annual LPD wellness survey participation above 80% by 6/30/2027.
- » Develop and implement mental health awareness program for LPD and LFD by 6/30/2027.
- » 75% of department heads attend a leadership or supervisory training by 6/30/2027.
- » 75% of employees attend at least one position-specific training (in-person or virtual) by 6/30/2027.
- » 10% increase in attendance at the annual benefits fair in FY27.

DEPARTMENTS

Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Cyber Services
Finance & Assessing
Recreation
Public Works
Human Resources
Fire Department
Police Department
Cable Services
Senior Affairs

BOARDS

Town Council
Budget Committee

COMMUNICATIONS, CIVIC TRUST & COMMUNITY ENGAGEMENT

Objective B1



Build a coordinated multichannel municipal communications program

By June 30, 2028, adopt and begin executing a town-wide communications framework that requires each priority initiative to have a communication plan, annual content calendar, accessible public information materials, and coordinated use of website, public access, social media, video, and in-person outreach channels.

FY 27 Priority Action Items

- Create a municipal communications calendar that coordinates Town Hall content, cable programming, social media, public notices, and initiative-specific outreach.
- Produce evergreen explainer content for recurring service topics such as assessments, elections, water, permitting, budget, and recreation offerings.
- Increase professionally produced local programming and partnership content through the Access Center and community organizations.
- Use in-person outreach with seniors, veterans, youth, neighborhood groups, and civic organizations for major initiatives.
- Develop initiative-specific communication plans for water expansion, solid waste/septic education, master plan implementation and strategic plan implementation.

FY 27 Key Performance Indicators

- » CY2027 calendar created by 12/31/2026 and 90% of planned activities executed by 6/30/2027.
- » Create six evergreen content videos across six departments by 6/30/2027.
- » Create at least two video features for community or nonprofit organizations by 6/30/2027.
- » Increase engagement on Facebook by 10% by 12/31/2026.
- » Hold at least four new public outreach or engagement events in the community by 12/31/2027.
- » 50% of new projects have a communications plan developed at the project's inception by 6/30/2027.

DEPARTMENTS

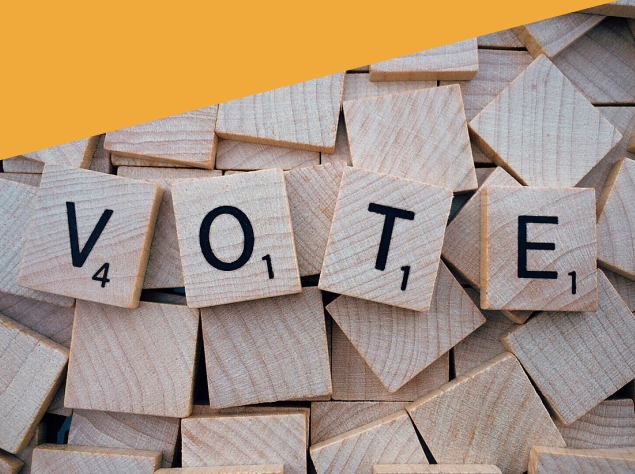
Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Cyber Services
Finance & Assessing
Recreation
Public Works
Fire Department
Police Department
Cable Services
Senior Affairs

BOARDS

Town Council
Arts Council
Budget Committee
Conservation Commission
Recreation Commission
Utilities Committee
Beautify Londonderry
Master Plan Committee
Senior Resources Committee

COMMUNICATIONS, CIVIC TRUST & COMMUNITY ENGAGEMENT

Objective B2



Expand civic participation, election readiness, and public trust

By June 30, 2029, increase meaningful resident participation in budget, election, and strategic planning processes by expanding hybrid access, targeted engagement, and plain-language civic information, while maintaining or improving election service standards and public response times.

FY 27 Priority Action Items

- Develop explainer text synopses for warrant articles, including issue education materials where legally appropriate.
- Expand hybrid or virtual meeting participation where feasible and publish participation policies and workflow standards.
- Create targeted engagement modalities for seniors, youth, schools, PTAs, and civic groups, including internship/ELO opportunities where appropriate.
- Host recurring public forums, office open houses, coffee chats, and strategic-plan progress sessions.
- Publish annual and periodic public safety and Town Clerk / Tax Collector performance reports.
- Expand youth engagement and school-based outreach initiatives.
- Begin tracking response times to resident issues from initial contact to resolution.
- Write a policy on how to handle complaints against board members and elected officials.

FY 27 Key Performance Indicators

- » 100% of warrant articles have explainer text accompanying them by 1/31/2027.
- » 50% of board and commission meeting held with hybrid Teams participation available to the public by 6/30/2027.
- » Host six open house or drop in events for the public by 6/30/2027.
- » Publish quarterly statistical reports from LPD, LFD, and the Town Clerk on a centralized location on the Town website by 9/30/2026.
- » 100% of departments tracking response times to priority resident interactions by 6/30/2027.
- » Two boards incorporate a youth member / liaison from Londonderry High School by 6/30/2027.
- » Board and appointed member complaint policy approved by 12/31/2026.

DEPARTMENTS

Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Finance & Assessing
Recreation
Public Works
Fire Department
Police Department
Cable Services
Senior Affairs

BOARDS

Town Council
Budget Committee
Recreation Commission
Utilities Committee
Beautify Londonderry
Senior Resources Committee
Arts Council
Board of Elections

POTENTIAL PARTNERS

Londonderry School District
Londonderry Historical Society
Rotary Club of Londonderry
Londonderry School PTAs
Senior Living Communities
Local Religious Organizations

GROWTH, LAND USE, HOUSING & ECONOMIC VITALITY

Objective C1

Improve predictability, speed, and coordination in development review

By June 30, 2029, establish a more predictable development review process in which 95% of complete land-use and building permit applications are assigned review deadlines within 48 hours of intake and all applicable projects follow a documented interdepartmental review path that includes advisory-board coordination and assessing notification triggers.

FY 27 Priority Action Items

- Complete permit portal configuration and standardize comment sheets, review deadlines, and intake requirements.
- Document pre-application guidance and business inquiry protocols for applicants and existing businesses.
- Strengthen coordination among all participants in Design Review.
- Integrate current-use / LUCT notifications into the development review process.
- Review enforcement and inspection coordination to reduce rework and inconsistent direction.

DEPARTMENTS

Town Manager's Office
Planning & Building
Finance & Assessing
Public Works
Fire Department
Police Department

BOARDS

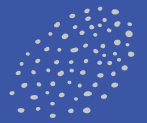
Planning Board
Conservation Commission
Heritage Commission
Zoning Board of Adjustment

FY 27 Key Performance Indicators

- » Establish baseline average land-use application review time by 12/31/2026.
- » Establish baseline error rate in permits and applications by 6/30/2027.
- » Update web pages for the Planning Board, ZBA, Heritage Commission, Planning Department, and Building & Zoning to include workflows, FAQs, and updated checklists by 6/30/2027.
- » Hold an annual training session for board members on statutory roles, regulations, and design review by 3/31/2027.
- » Achieve 100% use of new Heritage review form for applicable cases by 12/31/2026.
- » Flow chart of design review process (to include notifying assessing of a qualifying LUCT event) by 12/31/2026.
- » Assistant Assessor trained in determining highest and best use of property by 6/30/2027.



GROWTH, LAND USE, HOUSING & ECONOMIC VITALITY



Objective C2



Align zoning, housing, and growth management with infrastructure capacity and community character

By June 30, 2029, complete a coordinated package of zoning, land-use, and growth-management updates that addresses housing choice, density impacts, infrastructure capacity, transportation effects, sustainability, and heritage character in priority growth areas.

FY 27 Priority Action Items

- Roadmap the needed updates for zoning ordinance, site plan regulations and subdivision regulations related to housing, use compatibility, design quality, and growth impacts as outlined in the Master Plan.
- Translate the Master Plan into an actionable implementation framework.
- Evaluate where higher-density or alternative housing types can be supported without unacceptable transportation or service impacts.
- Connect land-use decisions to transportation planning, sidewalk/bicycle connectivity, and infrastructure extension standards.
- Incorporate sustainability and design considerations into planning and review processes.
- Develop a heritage-informed design/lookbook toolkit for applicable projects.

FY 27 Key Performance Indicators

- » Identify three to five priority zoning or land use topics for structured public discussion by 12/31/2026.
- » Complete a prioritized list of updates to the zoning ordinance, site plan regulations, and subdivision regulations by 6/30/2027.
- » Develop and publish a Master Plan implementation matrix and identify the first chapter to address by 3/31/2027.
- » Finalize the topics to be covered by a lookbook toolkit by 6/30/2027.
- » Hold two workshops to discuss integrating sustainability and walkability into design by 6/30/2027.
- » Create a comprehensive list and map of all existing traffic, utility, and land use studies by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Planning & Building
Public Works
Fire Department
Police Department

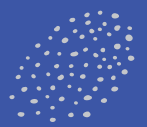
BOARDS

Town Council
Planning Board
Zoning Board of Adjustment
Heritage Commission
Conservation Commission
Beautify Londonderry
Master Plan Committee

POTENTIAL PARTNERS

Manchester-Boston Regional Airport
Londonderry Trailways
SNHPC

GROWTH, LAND USE, HOUSING & ECONOMIC VITALITY



Objective C3



Enhance economic development opportunities to strengthen Londonderry's economic identity

By June 30, 2029, launch a proactive economic vitality and place-branding program that targets business growth in appropriate commercial and industrial areas, supports local destination businesses, and produces a measurable pipeline of business attraction and retention activity linked to reduced reliance on residential property taxes over time.

FY 27 Priority Action Items

- Define the Town's place-brand narrative and marketing message, including how heritage, recreation, arts, and business climate support Londonderry's identity.
- Develop targeted outreach materials for airport / industrial area, corridor, and neighborhood-serving commercial opportunities.
- Coordinate with the Chamber, local business community, and regional partners to market priority sites and track prospects.
- Explore strategies to reduce over-concentration of retail traffic on Route 102 by broadening appropriate commercial activity in other corridors.
- Link economic development messaging to revenue diversification and community quality-of-life assets.

FY 27 Key Performance Indicators

- » Create a list of parcels in Town that are currently available for development or redevelopment by 3/31/2027.
- » Hold two public engagement sessions to discuss Londonderry's growth and needs by 6/30/2027.
- » Create a list of priority businesses and industries that would be attractive for and beneficial to the Town of Londonderry by 6/30/2027.
- » Complete a survey of other municipalities' place-brand efforts and create a roadmap for Londonderry's effort by 6/30/2027.
- » Establish a quarterly meeting schedule between Town leadership and the Greater Manchester Chamber and the Greater Derry Londonderry Chamber by 9/30/2026.
- » Create a Business Development Quick Guide summarizing zoning, permitting, incentives, and contacts by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Finance & Assessing
Recreation
Cable Services

BOARDS

Town Council
Budget Committee
Arts Council
Recreation Commission
Planning Board
Heritage Commission
Conservation Commission
Master Plan Committee
Housing & Redevelopment Authority

POTENTIAL PARTNERS

Manchester-Boston Regional Airport
Londonderry Historical Society
Chambers of Commerce
SNHPC

INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D1

Create an integrated asset management and facilities planning system

By June 30, 2029, inventory all major municipal asset classes represented in the source materials, assign lifecycle or replacement plans to each class, and adopt a rolling facilities and capital improvement framework that prioritizes safety, service continuity, and long-term cost control.

FY 27 Priority Action Items

- Implement or expand asset management tools for roads, drainage, signs, guardrails, cemeteries, fleet, parks, facilities, and IT hardware.
- Conduct phased facilities assessments for DPW, recreation assets, and other Town-owned buildings and establish ownership / accountability standards.
- Develop lifecycle replacement schedules for vehicles, fire apparatus, PPE/equipment, hardware, and other critical assets.
- Advance cemetery mapping, perpetual care planning, and related trustee training.
- Track condition data such as manhole cover elevations, field deficiencies, and deferred maintenance backlog.
- Roadmap the plan for refurbishing the Public Works facility to accommodate, maintain, and protect Town assets at an adequate level.

FY 27 Key Performance Indicators

- » 100% of newly acquired vehicles and equipment input into OpenGov within 30 days of acquisition by 6/30/2027.
- » Pavement condition inventory complete and fully integrated into asset management system by 12/31/2026.
- » Cyber Services equipment inventory complete by 6/30/2027.
- » 100% of Public Works and Recreation base facilities built out in OpenGov by 6/30/2027.
- » Facility ownership and accountability review and assignment complete by 6/30/2027.
- » Complete one full facility assessment by 6/30/2028.
- » Create a master list of assets requiring a lifecycle replacement schedule by 6/30/2027.
- » NHMA annual trustee training made available to 100% of Cemetery Trustees by 6/30/2027.
- » Roadmap plan for digital cemetery management by 3/31/2027.
- » Identify and list all instances of deferred maintenance across Police, Fire, Public Works, and Recreation by 6/30/2027.
- » DPW facility roadmap plan presented to Town Council by 12/31/2027.

DEPARTMENTS

Town Manager's Office
Public Works
Finance & Assessing
Recreation
Fire Department
Police Department
Cyber Services

BOARDS

Town Council
Budget Committee
Cemetery Trustees
Trustees of the Trust Funds
Recreation Commission



INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D2

Improve infrastructure, asset maintenance, and related operations



By June 30, 2029, strengthen municipal maintenance and field operations by implementing consistent service standards, improving winter service readiness, completing at least 90% of scheduled routine maintenance annually, and reducing overdue high-priority maintenance work orders by 20% from the FY26 baseline.

FY 27 Priority Action Items

- Develop annual operating and maintenance work plans for Public Works, sewer, solid waste, recreation facilities, and related field operations, including seasonal priorities and staffing assumptions.
- Use Pavement Condition Index and analysis of roadway conditions to identify a prioritized list of critical areas of Town roadways to be addressed.
- Establish service levels and response expectations for common operational activities such as drainage maintenance, roadway patching, signage repair, utility field response, and seasonal preparation.
- Expand use of work order tracking and maintenance documentation systems so departments can monitor completion rates, backlogs, response times, and recurring problem areas.
- Report annually on maintenance completion rates, service performance, operational backlogs, and major risks affecting routine service delivery.

DEPARTMENTS

Town Manager's Office
Public Works
Recreation
Fire Department
Police Department

BOARDS

Town Council
Budget Committee
Recreation Commission

FY 27 Key Performance Indicators

- » Implement OpenGov work order ticketing system internally by 6/30/2027.
- » 100% of Town departments have at least one employee trained in work order ticketing requests by 3/31/2027.
- » Identify the 10% of Town roadway mileage in the most critical condition by 9/30/2026.
- » Establish baseline response time to service requests during FY27 by 6/30/2027.
- » Create a master list of assets requiring annual routine maintenance by 6/30/2027.
- » Create a master list of recurring problem areas by 6/30/2027.
- » Prepare annual report on maintenance completed, needed, risks, and roadblocks in Public Works, Fire, Police, and Recreation by 6/30/2027.

INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D3

Improve traffic safety and address traffic congestion



By June 30, 2029, identify Londonderry's highest-risk and highest-delay traffic corridors and intersections, implement targeted enforcement, engineering, operations, and public education strategies in at least 12 priority locations, reduce reportable crashes in targeted high-risk locations, and complete a data-informed congestion mitigation and roadway safety action plan that is updated annually and used to guide capital, operational, and interagency decisions.

FY 27 Priority Action Items

- Use crash data, JAMAR/RMS analysis, call data, traffic counts, and field observations to identify high-risk intersections and corridors annually.
- Implement targeted action plans for 12 priority areas (out of 44 identified problem areas) that may include enforcement, signal timing, striping, signage, circulation changes, crossing improvements, or capital upgrades.
- Incorporate traffic safety and congestion findings into development review, capital planning, and corridor improvement decisions.
- Conduct directed traffic enforcement in high-risk corridors and during peak travel periods, with emphasis on speeding, distracted driving, and impaired driving.
- Expand public education and outreach related to safe driving, school-area safety, pedestrian awareness, and high-risk behaviors.
- Publish an annual traffic safety and congestion summary identifying trends, priority locations, and planned responses.

FY 27 Key Performance Indicators

- » Review corridor studies and develop implementation plans for priority areas by 6/30/2027.
- » Review, revise, and update the guidelines for traffic considerations in the development review process by 6/30/2027.
- » Publish a public-facing heat map of traffic safety data and establish a regular schedule for updates by 6/30/2027.
- » Conduct two public awareness campaigns addressing school-area safety, speeding, distracted driving, or impaired driving by 6/30/2027.
- » Prepare annual traffic safety and congestion summary by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Public Works
Planning & Building
Fire Department
Police Department

BOARDS

Town Council
Budget Committee
Planning Board
Traffic Safety Committee
Traffic Management Working Group

POTENTIAL PARTNERS

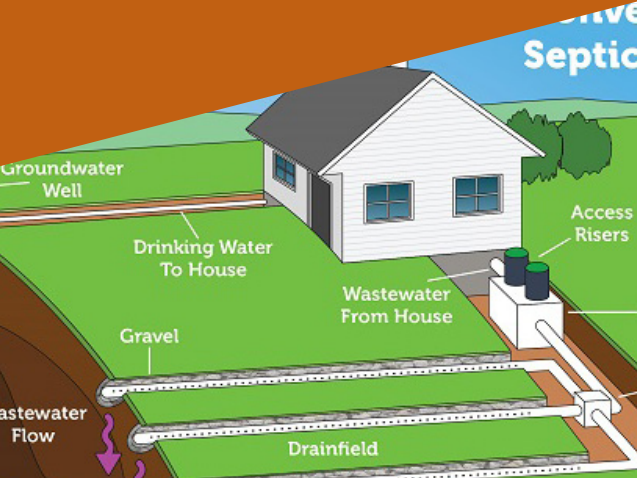
NH Dept of Transportation
Londonderry School District
SNHPC

INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D4

Develop a coordinated utilities, waste, and energy resilience strategy

By June 30, 2029, complete a coordinated planning program for wastewater, septic risk, solid waste reduction, drop-off center service levels, and emerging energy needs so that the Town can make phased policy and capital decisions grounded in data rather than improvisation.



FY 27 Priority Action Items

- Update and revisit septic-condition research and identify tools that could support risk reduction.
- Implement a street-sweeping program in compliance with MS4 regulations
- Design and pilot food-waste/composting education and diversion options.
- Assess EV charging, solar, energy-independence, and other resilience-oriented infrastructure opportunities.
- Evaluate drop-off center partnerships and fee structure.
- Link utility planning to growth areas, environmental constraints, and long-range capital planning.

DEPARTMENTS

Town Manager's Office
Public Works
Planning & Building

BOARDS

Town Council
Planning Board
Utilities Committee

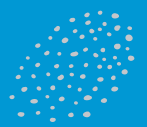
POTENTIAL PARTNERS

NH Dept of Environmental Services
Londonderry School District
Community Businesses

FY 27 Key Performance Indicators

- » Utilize previous survey to plot high-risk septic tank areas in Londonderry by 6/30/2027.
- » Create one septic tank maintenance video by 6/30/2027.
- » Create one food waste reduction video by 12/31/2026.
- » Create a master list of potential composting opportunities or programs for Town residents by 3/31/2027.
- » Roadmap and create a proposal to implement street sweeping for presentation by 3/31/2027.
- » Create a master list of energy infrastructure opportunities, including locations and funding opportunities, by 6/30/2027.
- » Drop-off center fee structure evaluation complete by 3/31/2027.

ENVIRONMENT, WATER & CONSERVATION



Objective E1



Extend access to clean water through monitoring, education, and infrastructure expansion

By June 30, 2029, establish a town-wide water-quality action program that expands private-well testing, provides routine public reporting, investigates contamination sources and supplier conditions, maintains a plan for public water line extensions, and delivers recurring public education on PFAS and other contaminants.

FY 27 Priority Action Items

- Launch a private-well PFAS testing encouragement campaign with a communications plan and reporting dashboard and continue to gather test results at a Town level.
- Publish regular water updates to the Town Council and hold community engagement events on water topics.
- Establish special assessment districts to create an additional funding mechanism to connect homes to water mains.
- Pursue funding opportunities for the 12 water line extension projects outside the Saint-Gobain consent decree area.
- Create and maintain consistent communication channels with residents within the Saint-Gobain consent decree area and the area planned for remediation linked to the Tinkham Superfund site.

DEPARTMENTS

Town Manager's Office
Public Works
Tax Collector
Finance & Assessing

BOARDS

Town Council
Budget Committee
Utilities Committee

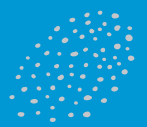
POTENTIAL PARTNERS

NH Dept of Environmental Services
Pennichuck Water

FY 27 Key Performance Indicators

- » Complete property water dossiers for all 12 water line extension projects by 12/31/2026.
- » Give two updates to the Town Council on the status of all water projects by 6/30/2027.
- » Hold one neighborhood-specific water public engagement session by 6/30/2027.
- » Hold a second annual water Town Hall session by 3/31/2027.
- » Submit a minimum of two applications for water projects to Congress by 3/31/2027.
- » Build out update pages on the Town website with a subscribe function for each water contamination area and priority water project by 6/30/2027.
- » Build a water testing result submission portal on the Town website by 6/30/2027.

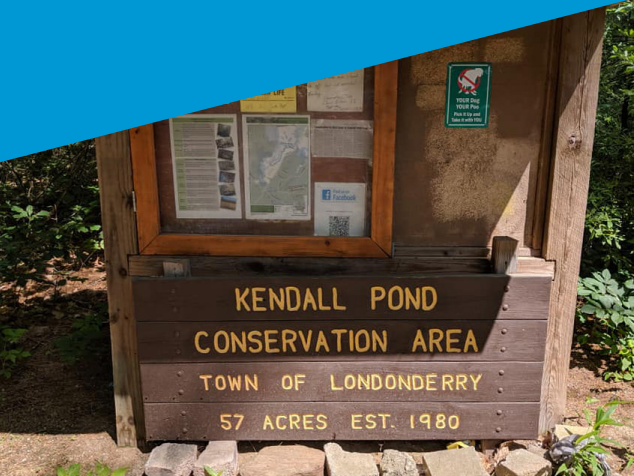
ENVIRONMENT, WATER & CONSERVATION



Objective E2

Conserve priority land and expand public stewardship of natural resources

By December 31, 2030, advance the Conservation Commission goal of protecting 30% of Londonderry's land area by sustaining annual progress of at least 100 acres or equivalent opportunity capture, while updating the Open Space Plan and broadening public understanding and use of conserved land.



FY 27 Priority Action Items

- Update the Open Space Plan and hold a public workshop to gather input and build support.
- Identify grant opportunities and match priority properties or conservation opportunities to available funding.
- Evaluate increased LUCT allocation or other funding support for open-space objectives.
- Publish recurring conservation education content and sponsor hikes/talks on conserved land.
- Explore compatible passive recreation and stewardship opportunities, including trails, community gardens, and easement-based access where appropriate.

FY 27 Key Performance Indicators

- » Public workshop on Open Space Plan held by 3/31/2027.
- » 2013 Open Space Plan updated and submitted by 6/30/2027.
- » Establish centralized list of grant opportunities to be added to as identified by 12/31/2026.
- » Hold two public hikes / talks / recreation events on conservation land by 6/30/2027.
- » Publish three "Conservation Matters" columns in the Londonderry Times and on the Town website by 6/30/2027.
- » Update and revise the Conservation Commission page on the Town website by 6/30/2027.
- » Establish working group to look at LUCT allocation by 9/30/2026.
- » Hold Lithia Springs "grand opening" event by 9/30/2027.

DEPARTMENTS

Town Manager's Office
Planning & Building
Finance & Assessing
Cable Services
Recreation

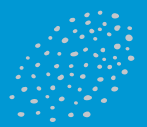
BOARDS

Town Council
Budget Committee
Conservation Commission
Planning Board
Recreation Commission

POTENTIAL PARTNERS

Londonderry Trailways
The Green Team
NH Mountain Bike Association
Londonderry Historical Society

ENVIRONMENT, WATER & CONSERVATION



Objective E3



Integrate sustainability and environmental compliance into municipal operations

By June 30, 2029, incorporate sustainability, regulatory compliance, and resilience criteria into priority capital, transportation, facilities, stormwater, and development-review decisions, with annual reporting on implementation status.

FY 27 Priority Action Items

- Embed sustainability and lifecycle component review criteria into planning and major capital project evaluation.
- Incorporate energy efficiency, electrification readiness, and resilience considerations into facilities and fleet planning.
- Pursue relevant grants or external funding for environmental and resilience initiatives.

DEPARTMENTS

Town Manager's Office
Planning & Building
Public Works
Finance & Assessing

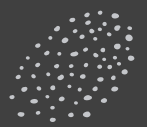
BOARDS

Town Council
Budget Committee
Conservation Commission
Planning Board
Utilities Committee
CIP Committee

FY 27 Key Performance Indicators

- » Add a sustainability and lifecycle component review category to CIP review documents by 12/31/2026.
- » Evaluate and roadmap the addition and/or revision of sustainability criteria into Design Review by 6/30/2027.
- » Identify three priority sustainability and/or efficiency improvements and any applicable grant opportunities by 6/30/2027.

PUBLIC SAFETY, EMERGENCY PREPAREDNESS & MUNICIPAL RESILIENCE



Objective F1



Improve emergency communications and fire response readiness

By June 30, 2029, develop, adopt, and maintain standardized emergency response expectations and pre-incident plans for priority risks, critical sites, and high-impact events to improve coordination, reduce response gaps, and support the preservation of life and property.

FY 27 Priority Action Items

- Train telecommunicators and implement revised dispatch run cards and vendor alarm-testing procedures.
- Deploy Zetron or other supporting technology improvements tied to response-time performance.
- Research and implement pre-plan software and complete phased commercial pre-planning.
- Track response performance, call-type trends, and readiness metrics through routine management review.
- Meet emergency response requirements based on National Fire Prevention Association standards.

DEPARTMENTS

Town Manager's Office
Fire Department
Finance & Assessing
Cyber Services

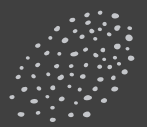
BOARDS

Town Council

FY 27 Key Performance Indicators

- » List of commercial occupancies requiring a pre-plan reviewed and updated by 12/31/2026.
- » 25% of all commercial occupancies have an updated pre-plan by 6/30/2027.
- » Determine the feasibility of achieving the arrival of a fire engine staffed with 4 personnel to all fire calls in less than 6 minutes from the time of call no less than 90% of the time by 6/30/2029.
- » Establish baseline data for response performance, call-type trends, and readiness metrics by 6/30/2027.
- » Reduce department run cards by 50% by 6/30/2027.

PUBLIC SAFETY, EMERGENCY PREPAREDNESS & MUNICIPAL RESILIENCE



Objective F2



Strengthen emergency preparedness, continuity, and critical records protection

By June 30, 2029, update all major municipal emergency, continuity, and critical-records plans.

FY 27 Priority Action Items

- Update the Emergency Operations Plan and related response/classification documents.
- Develop or update the Town's cybersecurity response plan.
- Set up regular cybersecurity training and achieve full employee compliance.
- Provide all Town employees with ICS training which aligns with emergency support function (ESF) specific responsibilities.
- Develop and facilitate annual town-wide training for emergency management including annual drills that effectively exercise all Emergency Staff Functions of the Emergency Operations Center.
- Pursue grant opportunities that support continuity and emergency planning work.
- Increase public awareness of emergency preparedness and safety protocols.

FY 27 Key Performance Indicators

- » 100% of Town employees received ICS 100, 200 and 700 by 6/30/2027.
- » Train one Town employee to deliver ICS 100, 200 and 700 training by 3/31/2027.
- » 50% of department heads and managers trained in ICS 300 by 6/30/2027.
- » Plan and roadmap a Town-wide emergency drill to be held in FY28 by 6/30/2027.
- » Submit application for HSEM grant to update Emergency Operations Plan by 6/30/2027.
- » Build a high-frequency event standardized media toolkit by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Cyber Services
Finance & Assessing
Recreation
Public Works
Human Resources
Fire Department
Police Department
Cable Services
Senior Affairs

BOARDS

Town Council

POTENTIAL PARTNERS

Primex / The ATOM Group
NH Division of HSEM
Londonderry ALERT

COMMUNITY CHARACTER, RECREATION, ARTS & CULTURE

Objective G1

Expand inclusive recreation, arts, and community programming

By June 30, 2029, increase participation in recreation, arts, and community programming by broadening year-round offerings, adding programs for underserved age groups and interests, and building stronger school and community partnerships.



FY 27 Priority Action Items

- Add new recreation offerings for seniors, adults, early childhood participants, adaptive users, and residents seeking non-athletic programming.
- Inventory and evaluate spaces that can support arts and community gatherings.
- Partner with schools and youth-serving organizations to expand arts participation and connect teens and young families to programs.
- Coordinate community events and programs that reinforce local identity and create intergenerational participation.

FY 27 Key Performance Indicators

- » Hold one new dual Town and private/nonprofit partnership arts or recreation event by 6/30/2027.
- » Create master list of performance and art spaces with specifications and use protocols by 6/30/2027.
- » Increase Arts Council Youth Art Contest submissions by 10% in FY27.
- » Introduce one new non-sports recreation program each for adults and youth by 6/30/2027.
- » Introduce two new early childhood / family recreation programs by 12/31/2026.
- » Increase overall recreation program participation by 10% over FY26 in FY27.
- » Research and roadmap a plan to expand arts and recreation outreach to underserved groups (i.e., younger millennials / Gen Z) to request input and develop events.
- » Release the third edition of Wild Apples magazine and have a launch party by 6/30/2027.
- » Hold one public art event by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Finance & Assessing
Recreation
Cable Services
Senior Affairs

BOARDS

Town Council
Arts Council
Recreation Commission
Beautify Londonderry

POTENTIAL PARTNERS

Londonderry School District
Ovation Theatre Company
Local Music Schools
The Granite YMCA
Leach Library
Londonderry PTAs
Londonderry Historical Society

COMMUNITY CHARACTER, RECREATION, ARTS & CULTURE

Objective G2



Improve, document, and standardize recreation facilities, policies, and user experience

By June 30, 2029, adopt a long-range recreation facilities plan, complete annual safety/accessibility audits for managed spaces, and update user policies, reservation systems, and fee/insurance guidance so that residents experience more reliable, open access to Town recreational assets.

FY 27 Priority Action Items

- Assess parks, fields, courts, playgrounds, lights, and related recreation assets and develop a 10-year improvement plan.
- Advance priority facility improvements such as Nelson Road basketball courts and other identified park upgrades.
- Complete annual facility and equipment inspections and track maintenance response times.
- Update reservation, payment, fee, and insurance/TULIP guidance and move transactions online where feasible.
- Coordinate recreation capital planning with DPW, Finance, and community fundraising partners.

FY 27 Key Performance Indicators

- » Compile data to display current usage of field space in the past five years by 6/30/2027.
- » Complete renovations or upgrades on at least one recreation facility by 6/30/2027.
- » Establish annual inspection schedule for the playground, fields, lights, and utility features by 3/31/2027.
- » Evaluate three potential future locations for recreational spaces by 6/30/2027.
- » Updated recreation facility use policy and fee structure approved, published and in place by 12/31/2026.

DEPARTMENTS

Town Manager's Office
Recreation
Finance & Assessing
Public Works

BOARDS

Town Council
Budget Committee
Recreation Commission
CIP Committee

POTENTIAL PARTNERS

Londonderry School District
LAFA
LYSA
LYLA
Primex
Restore the Recs

COMMUNITY CHARACTER, RECREATION, ARTS & CULTURE

Objective G3



Preserve heritage, strengthen placemaking, and clarify Town design identity

By June 30, 2029, create and begin implementing a heritage and placemaking framework that includes a heritage aesthetic/lookbook, historic resource inventory priorities, grant strategy, and design-review guidance for locations where community character is a material concern.

FY 27 Priority Action Items

- Create or update inventory priorities for historic properties and identify maintenance, funding, and grant opportunities.
- Use arts, cultural programming, and placemaking projects to reinforce town identity and support local destinations.
- Integrate discussion of heritage assets such as historic districts and other civic places into long-range planning and capital conversations.
- Seek out ways to increase the visibility of Londonderry's history and heritage in everyday spaces and in public information.

FY 27 Key Performance Indicators

- » Complete a dossier of reference photos for the Heritage Commission lookbook by 6/30/2027.
- » Roadmap a path forward for the Reverend Morrison Meetinghouse by 12/31/2026.
- » Review and update the historic properties list, to include risks and needs, by 6/30/2027.
- » Hold one new heritage or history focused event by 6/30/2027.
- » Create a centralized list of grant and fundraising opportunities for historic preservation by 6/30/2027.
- » Create one new piece of heritage focused video content by 6/30/2027.
- » Post two stories about Londonderry's history on the Town website and social media by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Recreation
Planning & Building
Cable Services

BOARDS

Town Council
Budget Committee
Heritage Commission
Arts Council
Recreation Commission
CIP Committee
Senior Resources Committee

POTENTIAL PARTNERS

Londonderry School District
Londonderry Historical Society
New Hampshire Humanities
Leach Library



Town of Londonderry, New Hampshire

268B Mammoth Road • Londonderry, NH 03053

(603) 432-1100 • londonderrynh.gov

PROPOSED CHANGES TO THE STRATEGIC PLAN BASED ON COUNCILOR FEEDBACK

G2 – Improve, document, and standardize recreation facilities, policies, and user experience *(from Councilor Paul in collaboration with the Recreation Department)*

Add an action item and refine a KPI as follows:

Priority Action Item: Identify and activate underutilized land and natural corridors to create a connected network of parks, paths, and community spaces that support healthy living, outdoor recreation, and town-wide accessibility for residents of all ages.

Key Performance Indicator: Evaluate and present three priority locations for future recreational or multi-use community spaces by 6/30/2027, including feasibility, access, and potential community impact.

C3 – Enhance economic development opportunities to strengthen Londonderry’s economic identity *(requested by Councilor Combes & written by staff)*

Add an action item and a KPI as follows:

Priority Action Item: Create an economic development program and determine the necessary leadership structure to execute the plan.

Key Performance Indicator: Roadmap the economic development plan to include roles and responsibilities by 6/30/2027.

C3 – Enhance economic development opportunities to strengthen Londonderry’s economic identity *(requested by Councilor Paul & written by staff)*

Add an action item and a KPI as follows:

Priority Action Item: Consider the creation of an economic development commission to help guide planning, market the Town, and generate business interest.

Key Performance Indicator: Research and draft a proposal for an economic development commission and present it to Council for consideration by 3/31/2027.

Strategic Plan Workshop – Council Questions & Feedback

4-13-2026

<https://www.youtube.com/watch?v=bd9lgmPJKVo>

The following notes summarize questions, feedback, and recommendations provided by the Town Council during the Strategic Planning Workshop presentation on April 13, 2026

General Strategic Plan Questions

- Who owns each objective and is responsible for follow-up?
- Is the plan intended to be a living document (and how will updates occur)?
- What is the process if KPIs are not achieved?
- Request for visibility into projects already in progress before approving new initiatives
- Question on whether some goals/targets are realistic
- Consider repositioning Asset Management under Fiscal Stewardship

Financial & Resource Questions

- What does each initiative cost?
- Need clearer understanding of:
 - Training costs
 - Technology investments (ERP, GIS, etc.)

Government Excellence, Digital Services & Fiscal Stewardship (A1–A4)

- A1 – Digitize high-volume municipal services and records
 - Question re: MapGeo → ArcGIS transition (cost savings and value)
 - Interest in expanding Online services
 - Consider incentivizing online transactions (e.g., reduced fees)
 - Feasibility of training SharePoint / Teams by deadline
- A2 – Standardize workflows, training, and service continuity
 - Clarifications requested:
 - Who is responsible for job descriptions
 - Who handles onboarding/offboarding processes
 - Strong support for cross-training
 - Suggested practical training (e.g., how to update website content)
- A3 – Improve long-range financial planning and budget transparency
 - Questions about ERP program (purpose, scope, objectives, and cost)
 - Clarify goal for FY27 is to have a roadmap to replacement of ERP
 - Discussion re: budget development approach:
 - Start from zero-based vs. baseline
 - Interest in greater coordination with Budget Committee
- A4 – Implement staff development and retention plans
 - Strong emphasis on Succession planning (critical priority)

- Interest in:
 - Training costs and structure
 - Training for boards and committees
 - Strong support for Mental health awareness programs / peer support, annual clinician sessions, etc.

Communications, Civic Trust & Community Engagement (B1-B2)

- B2 – Expand civic participation, election readiness, and public trust
 - Need stronger pre-meeting communication:
 - Share agendas in advance
 - Actively invite participation
 - Expand Virtual participation options
 - Increase attendance through:
 - Childcare
 - Transportation
 - Incentives (food, etc.)
 - Improve voter education by clearly communicating:
 - How votes were made
 - Rationale behind warrant articles
 - Process Improvements
 - Deliberative Session improvements such as shorten deliberative sessions
 - Reduce number of warrant articles
 - Start budget process earlier
 - In-person outreach, including boards/committees presenting information
 - Interest in identifying and promoting Town resources available to residents

Growth, Land Use, Housing & Economic Vitality (C1-C3)

- C2 – Land Use & Master Plan Alignment
 - Clarify:
 - Who identifies priority zoning/land use topics for public discussion
 - What is the decision-making process for Master Plan implementation
- C3 – Economic Development
 - Support for improved public-facing tools, including:
 - Active business listings
 - Redevelopment opportunity inventory
 - Interest in resident survey on desired businesses/services
 - Consideration of initiating an Economic Development Committee

Strategic Plan Workshop – Council Questions & Feedback

4-22-2026

<https://www.youtube.com/watch?v=59uzd38HkPo>

The following notes summarize questions, feedback, and recommendations provided by the Town Council during the Strategic Planning Workshop presented on April 22, 2026.

General Strategic Plan Feedback

- Overall strong support for the Strategic Plan framework and direction
- Appreciation expressed for depth of work and responsiveness (noted especially for Utilities/water efforts)
- Some concern that certain KPI timelines may be overly ambitious
- Continued interest in transparency and accessibility of data and making information available to the public (especially during budget season)
- Suggestion to spell out acronyms (e.g., ICS, HSEM) for clarity in the final document

Infrastructure, Transportation & Asset Management (D1–D4)

- D1 – Create and integrated asset management and facilities planning system
 - Clarification requested on cemetery mapping (what it entails and how it will be used)
 - Question regarding the inclusion of Cyber Services equipment in this functional area
 - Clarification of the definition of “base facilities”
 - Questions about whether existing/older vehicles will be entered into OpenGov
 - Question on timing for pavement condition assessments
 - Particular interest in ability to track man-hours and operational data
- D2 – Improve infrastructure, asset maintenance, and related operations
 - Aligns with need for improved tracking and service standards
 - Comment on equipment and methods for catch basin maintenance
 - General support for improving data tracking and asset visibility and man hours
- D3 – Improve traffic safety and address traffic congestion
 - Strong support; viewed as high-value and impactful
 - Noted as a useful decision-making tool for Planning and Zoning
 - Emphasis on data being available and transparent
 - Suggestion to consider Economic Development Board / Commission
- D4 – Develop a coordinated utilities, waste, and energy resilience strategy
 - Positive feedback on food waste / composting pilot programs, especially public education (DIY options)
 - Questions and comments regarding solar infrastructure planning:
 - Locations (rooftop vs. ground-mounted)
 - Identification of potential sites
 - Public education & engagement – Consider leveraging examples and videos from other communities
 - General support for forward-looking energy and sustainability planning

Environment, Water & Conservation (E1–E3)

- E1 – Extend access to clean water through monitoring, education, and infrastructure expansion
 - Acknowledgment and appreciation for ongoing work (Utilities Committee, water efforts)

- Questions whether the water testing portal will integrate with State data and how results will be shared with residents and with the Town
- Concern that some deadlines may be ambitious
- E2 – Conserve priority land and expand public stewardship of natural resources
 - Clarification of what counts as “protected land”
 - Need for clearer data and definitions:
 - % conservation land owned by the town, privately owned, or under easement
 - Differentiate between open space and conservation land
 - Suggestion to better define and map conservation categories using GIS
 - Concern that KPI sequencing may be out of order (planning should precede outreach)
- E3 – Integrate sustainability and environmental compliance into municipal operations
 - Viewed as a strong example of cross-department coordination
 - Positive feedback on integrating sustainability into broader Town operations

Public Safety, Emergency Preparedness & Municipal Resilience (F1–F2)

- F1 – Improve emergency communications and fire response readiness
 - Recognition that pre-planning tools could have broader Town use (beyond Fire)
 - Question on whether costs will be included in feasibility analysis
- F2 – Strengthen emergency preparedness, continuity, and critical records protection
 - Strong support for emergency preparedness and training initiatives
 - Clarification on Granite Ridge training
 - Question regarding when the last joint Police/Fire coordinated training occurred (noted as many years ago)
 - Suggestion to define acronyms clearly (ICS, HSEM)
 - Positive feedback on ICS training rollout

Community Character, Recreation, Arts & Culture (G1–G3)

- G1 – Expand inclusive recreation, arts, and community programming
 - Positive feedback on programming (e.g., women’s basketball league)
- G2 – Improve, document, and standardize recreation facilities, policies, and user experience
 - Suggestion to add pocket parks and trails into the Strategic Plan / discussion on process
 - Emphasis on evaluating potential future locations for recreational spaces
 - Consider alignment with rail trail efforts
 - Suggestion of adding a farmers’ market in coordination with Concerts on the Common / discussion needed to determine feasibility
 - Exploration of an Agricultural committee – would require Council approval and adoption into the Administrative Code
 - Public-private partnerships
- G3 – Preserve heritage, strengthen placemaking, and clarify Town design identity
 - Historic properties list is outdated (~20 years old) – last done as an Eagle Scout project
 - Feedback on KPIs:
 - Lookbook timeline seen as too delayed
 - Desire to accelerate, though staff capacity noted as a constraint
 - Consider incorporating a broader perspective to include resident stories
 - Use local media to highlight community history and stories

- Suggestion to consider engaging the Senior Resource Committee and the Senior Center

SUBJECT: Proposal to Develop a Strategic Plan Aligned with the Town's Master Plan

Purpose

This memorandum proposes the initiation of a comprehensive Strategic Plan for the Town of Londonderry. The plan will align with and complement the existing Master Plan, providing an operational framework to guide municipal services, budgeting, and performance management.

Background and Rationale

While the Master Plan outlines Londonderry's long-term vision for land use and development, a Strategic Plan complements the Master Plan with a focus on core operations that will translate this vision into actionable objectives across all municipal functions. This dual-framework approach ensures that strategic priorities are effectively implemented, resources are optimally allocated, and progress is measurable.

Other municipalities have successfully employed similar strategies:

- **City of Germantown, TN:** Implemented "Germantown Forward 2035," a resident-driven strategic plan focusing on key performance areas such as public safety, natural resources, and fiscal responsibility. The plan is supported by an online performance dashboard and individual employee development plans, fostering a culture of continuous improvement. ([Germantown Dashboard](#) | [Germantown TN Community Dashboard](#))
- **City of Fort Collins, CO:** Adopted a biennially updated Strategic Plan that integrates community input to set short- and mid-term objectives. This plan directly informs the city's budgeting process, ensuring alignment between strategic goals and resource allocation. ([2024 Strategic Plan - City of Fort Collins](#))
- **City of Lebanon, NH:** Developed a Strategic Plan that complements its Master Plan by focusing on operational improvements and community priorities. The plan includes a Strategic Plan Portal for real-time progress tracking and annual updates to maintain relevance and accountability. ([Lebanon Strategic Plan \(2026-2029\) | Lebanon, NH](#))
- **Fairfax County, VA:** Adopted its first-ever Countywide Strategic Plan in 2021, setting a community-driven vision for the next 10–20 years. The plan focuses on 10 community outcome areas and emphasizes equity, data integration, and inclusive engagement. ([Countywide Strategic Plan | Strategic Plan](#))
- **San Diego County, CA:** Implemented a Strategic Plan that serves as a roadmap for the county's operations, focusing on sustainability, equity, and economic development. The plan includes measurable goals and spans the entire organization to ensure coordinated efforts across departments. ([StratPlan 03.22](#))

- **Union City, CA:** Launched a Five-Year Strategic Plan to guide decision-making and resource allocation through 2025. The plan emphasizes financial stability, governance effectiveness, and community development, ensuring that city government remains accountable to meeting community needs. ([City Council Strategic Plan | Union City, CA](#))

Benefits to Londonderry

Developing a Strategic Plan will offer several advantages:

- **Enhanced Alignment:** Ensures that departmental goals and initiatives are in sync with the overarching Master Plan.
- **Performance Measurement:** Establishes clear metrics to assess progress and effectiveness of municipal services.
- **Resource Optimization:** Facilitates data-driven budgeting and resource allocation, enhancing fiscal responsibility.
- **Community Engagement:** Encourages resident participation in setting priorities, fostering transparency and trust.
- **Operational Efficiency:** Promotes a culture of continuous improvement through regular reviews and updates.

Recommendation

It is recommended that the Town Council authorize the initiation of a Strategic Planning process. This process will involve:

1. **Stakeholder Engagement:** Involving residents, businesses, the boards/committees/commissions of the Town and municipal staff to gather diverse perspectives.
2. **Goal Setting:** Defining clear, measurable objectives that complement the Master Plan.
3. **Implementation Framework:** Establishing timelines, responsibilities, and performance indicators. The plan must be actionable and realistically obtainable with a focus on the actions items to achieve short/long term objectives starting in the ensuing year and forecasting the two subsequent years.
4. **Monitoring and Evaluation:** Developing mechanisms for regular progress reviews and plan updates.

By developing and adopting a Strategic Plan, Londonderry will be better positioned to achieve its long-term vision through deliberate, coordinated actions that reflect the community's values and priorities.



Town of Londonderry, New Hampshire
268B Mammoth Road • Londonderry, NH 03053
(603) 432-1100 • londonderrynh.gov

Town Council Workshop – Agenda Item Coversheet

Meeting Date: 4/13/2026

Submitted By: Shaun Mulholland

Department: Town Manager

Contact Information:

smulholland@londonderrynh.gov

Estimated Discussion Time: Minutes

Agenda Item Number: TC OFFICE USE

Agenda Item Title: Workshop 1 to improve the draft Strategic Plan

Background and Purpose: On July 21, 2025 the Town Council directed the Town Manager to initiate the development of a comprehensive Strategic Plan for the Town of Londonderry. The plan was to align with and complement the updated Master Plan, providing an operational framework to guide municipal services, budgeting, and performance management.

While the Master Plan outlines Londonderry's long-term vision for land use and development, a Strategic Plan complements the Master Plan with a focus on core operations that will translate this vision into actionable objectives across all municipal functions. This dual-framework approach ensures that strategic priorities are effectively implemented, resources are optimally allocated, and progress is measurable.

Other municipalities have successfully employed similar strategies:

- **City of Germantown, TN:** Implemented "Germantown Forward 2035," a resident-driven strategic plan focusing on key performance areas such as public safety, natural resources, and fiscal responsibility. The plan is supported by an online performance dashboard and individual employee development plans, fostering a culture of continuous improvement. ([Germantown Dashboard | Germantown TN Community Dashboard](#))
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- **Union City, CA:** Launched a Five-Year Strategic Plan to guide decision-making and resource allocation through 2025. The plan emphasizes financial stability, governance effectiveness, and community

development, ensuring that city government remains accountable to meeting community needs. ([City Council Strategic Plan | Union City, CA](#))

Strategic Plans can be updated on an annual basis or every two years. The focus of a Strategic Plan is the ensuing year with a forward look to the next two subsequent years.

Benefits to Londonderry

Developing a Strategic Plan will offer several advantages:

- **Enhanced Alignment:** Ensures that departmental goals and initiatives are in sync with the overarching Master Plan.
- **Performance Measurement:** Establishes clear metrics to assess progress and effectiveness of municipal services.
- **Resource Optimization:** Facilitates data-driven budgeting and resource allocation, enhancing fiscal responsibility.
- **Community Engagement:** Encourages resident participation in setting priorities, fostering transparency and trust.
- **Operational Efficiency:** Promotes a culture of continuous improvement through regular reviews and updates.
- **Provides Direction:** Directs the Town Manager and staff to achieve the objectives the Town Council has decided to focus on.
- **Department Business Plans:** The Strategic Plan creates the direction and framework for departments to create specific business plans for the department's operations and future planning.

Action Steps Taken to Date:

1. **Goal Setting:** Defining clear, measurable objectives that complement the Master Plan.
2. **Implementation Framework:** Establishing timelines, responsibilities, and performance indicators. The plan must be actionable and realistically obtainable with a focus on the actions items to achieve short/long term objectives starting in the ensuing year and forecasting the two subsequent years.
3. **Monitoring and Evaluation:** Developing mechanisms for regular progress reviews and plan updates.
4. **Staff Input:** The staff of the departments of the Town provided objectives and action items for consideration in the Strategic Plan.
5. **Board/Committee/Commission:** Several of the boards of the Town provided objectives and action items for consideration in the plan.
6. **Community Engagement:** We conducted community engagement sessions on 12/18/25 focused on economic development/business sector, 1/31/26 public and 4/1/26 at The Baldwins. We also received feedback through our online portal located on our website and directly through email.

The second workshop, Workshop 2, will be held on 4/22/26. During both workshops the Town Council will participate in a facilitated workshop along with staff and members of participating boards/committees/commissions to further develop the draft Strategic Plan. The public is welcome to observe the process to better understand the strategic plan as it is developed. The public is encouraged to provide feedback to their Town Councilors via email or other interpersonal interactions. There will be a public hearing on the finalized draft of the Strategic Plan on 5/18/26 at which time the Town Council will receive feedback from the public and if deemed ready, approve the Strategic Plan for the ensuing year.

This is an iterative process that will occur on an annual basis to update the plan. Adjustments may be made during the year if deemed appropriate.

Attachments: Click or tap here to enter text.

**Londonderry Town Council Meeting
Monday, April 20, 2026, 7:00 p.m.
Moose Hill Council Chambers**

Meeting Link: <http://173.166.17.35/internetchannel/show/14223?channel=4>

Council Members Present: Chair Ron Dunn; Vice Chair Shawn Faber; Councilors Dan Bouchard, Deb Paul, Ted Combes

Council Members Absent: None

Other Staff Present: Town Manager Shaun Mulholland; Deputy Town Manager & Director of Economic Development Kellie Caron; Administrative Services Director Kirsten Hildonen; Finance Director Justin Campo; Police Chief Kim Bernard; Recreation Director Art Psaledas; Assistant Recreation Director Doug Cole

A. CALL TO ORDER

Chair Dunn called the meeting to order at 7:00 p.m. and led the Pledge of Allegiance.

Chair Dunn reported that in response to emails he has received, the Council will provide elected officials with social media training to address complaints.

Chair Dunn received an anonymous case number on January 13, 2026, and asked for a vote to conduct an investigation.

Councilor Combes made a motion to move forward with the investigation. Seconded by Chair Dunn. A roll call vote was taken: Combes – aye, Faber – abstain, Dunn – aye, Bouchard – nay, Paul – nay. Motion failed 2-2-1. Chair votes in the affirmative.

B. PUBLIC COMMENT

Councilor Combes read a proclamation recognizing the role of small businesses, and Heather Gray and Gray Consulting & Therapy LLC as the 2026 New Hampshire Woman-Owned Small Business of the Year. May 3-9, 2026 was established as National Small Business Week.

Police Captain Patrick Cheetham offered a summary of the second annual Bring Back the Trades Skills Expo.

Chair Dunn opened public comment.

Name: Kevin Smith

Address: 6 King Phillip Drive

Mr. Smith noted confusion between the Reverend Morrison Meeting House/Lions Hall and the museum on Pillsbury Road, and the need to more clearly identify which structure is being discussed moving forward.

47 **Name:** John Farrell
48 **Address:** 4 Hancock Drive
49 Mr. Farrell said a listening session regarding the Lions Hall is scheduled during vacation week.
50 He suggested the Lions Club and Historical Society help to host the event. He spoke against
51 allowing anonymous complaints. He spoke to the need for oversight of the Town budget.

52
53 **Name:** Tyler Vickery
54 **Address:** Hudson
55 Mr. Vickery spoke in support of the skate park.

56
57 **Name:** Drew Uphold
58 **Address:** Londonderry
59 Mr. Uphold spoke in support of the skate park.

60
61 **Name:** Paul Skudlarek
62 **Address:** 20 Woodbine Drive
63 Mr. Skudlarek said the letters for Citizens Petitions 27 and 28 were sent with only one
64 Councilor signature and asked for an explanation. He said the petitions were supported by over
65 72% of the voters and the role of these letters was administrative, moving the petitions forward
66 to the next legislative body. He suggested the letters should be redone.

67
68 **Name:** Kristine Perez
69 **Address:** 5 Wesley Drive
70 Ms. Perez said signing the letters for Citizens Petitions 27 and 28 did not mean an individual
71 was in support of the petitions, only that the letters were being moved forward. She asked that
72 the Council consider the requests of the individuals speaking in support of the skate park.

73
74 **Name:** Mark Daniel Biggar Jr.
75 **Address:** Newmarket
76 Mr. Biggar spoke in support of the skate park.

77
78 **Name:** Martha Smith
79 **Address:** 38 Shasta Drive
80 Ms. Smith asked the Councilors to reconsider signing the letters for Citizens Petitions 27 and
81 28. She spoke in support of the skate park.

82
83 **Name:** Steven Sheppard
84 **Address:** Derry
85 Mr. Sheppard spoke in support of the skate park.

86
87 **Name:** Nick Hasileto (sp)
88 **Address:** not given
89 Nick spoke in support of the skate park.

90
91 Chair Dunn closed public comment.

92

93 Councilor Bouchard said his request to add retirements and resignations to the Agenda has not
94 been addressed. Filling the Emergency Management Director position has not been addressed.
95 He asked when the Council will address complaints that are not anonymous.

96
97 Chair Dunn said he needs to speak with an individual about when the retirements and
98 resignations will be added to the Agenda. The current Emergency Management Director
99 remains in place for now. He will address all complaints he has received during the social
100 media training.

101
102 **C. BOARD APPOINTMENTS AND REAPPOINTMENTS**

103 **1. Interviews and appointment for Leach Library Trustees**

104 The Council interviewed Linda Lampkin and Russell Lagueux for appointment to the
105 Leach Library Board of Trustees. Ms. Hildonen read a statement from Maryam Mallick,
106 who could not attend the meeting.

107
108 Nancy Hendrickson, Chair of the Library Board of Trustees, said the Board
109 recommended Maryam Mallick for this position.

110
111 *Councilor Combes moved to recommend Maryam Mallick for appointment to the*
112 *Leach Library Board of Trustees. Seconded by Vice Chair Faber.*

113
114 *Discussion:* Councilor Paul said Russell Lagueux would provide skills that are missing
115 from the Board and should be appointed.

116
117 *Motion carried 5-0-0. Chair votes in the affirmative.*

118
119 **2. Interviews and appointment for Zoning Board of Adjustment**

120 The Council interviewed Ariana McQuarrie, Kevin Koehler, Leonardo Correa Maia,
121 Mona Bement, and Michelle Galluzzo. Jennifer Arredondo, Bob Corning, and Karen
122 Bottenhorn were not present.

123
124 *Vice Chair Faber moved to nominate Ariana McQuarrie to the ZBA. Seconded by*
125 *Councilor Bouchard. Motion carried 5-0-0. Chair votes in the affirmative.*

126
127 **3. Interviews and appointment for Recreation Commission**

128
129 *Councilor Bouchard moved to recommend Bob Corning to the Recreation*
130 *Commission. Seconded by Councilor Paul. Motion carried 5-0-0. Chair votes in the*
131 *affirmative.*

132
133 **4. Interviews and appointment Beautify Londonderry**

134
135 *Councilor Bouchard moved to appoint Jennifer Arredondo and Karen Bottenhorn to*
136 *Beautify Londonderry. Seconded by Vice Chair Faber. Motion carried 5-0-0. Chair*
137 *votes in the affirmative.*

139 **D. PUBLIC HEARING**

140
141 Vice Chair Faber left the meeting.

- 142
143 **1. Receive public input, discuss, and accept the unanticipated revenue pursuant to**
144 **RSA 31:95-b, III(a) from New England HIDTA in the amount of \$30,000.**
145 Police Chief Benard reported these federal funds are in support of the Department's
146 participation in the NIBIN program.

147
148 *Councilor Bouchard moved to open the public hearing. Seconded by Councilor*
149 *Combes. Motion carried 4-0-0. Chair votes in the affirmative.*

150
151 Chair Dunn asked for public comment; there was none.

152
153 *Councilor Bouchard moved to close the public hearing. Seconded by Councilor*
154 *Combes. Motion carried 4-0-0. Chair votes in the affirmative.*

155
156 *Councilor Combes moved that the Town Council hereby accepts the unanticipated*
157 *revenue from New England HIDTA as presented in the amount of \$30,000 under*
158 *31:95-b, III(a). Seconded by Councilor Paul. Motion carried 4-0-0. Chair votes in the*
159 *affirmative.*

160
161 Vice Chair Faber returned to the meeting.

162
163 **E. NEW BUSINESS**

- 164 **1. Discussion regarding a resident request for skate park renovations, sponsored by**
165 **Councilor Paul.**

166 Drew Uphold spoke in support of renovating the skate park.

167
168 Town Manager Mulholland reported that the structures in the skate park have been
169 determined to be unsafe by the Town's insurer and need to be removed to avoid liability
170 issues. The park has been closed and DPW will remove the structures. He asked the
171 Recreation Department to formulate a plan for a new skate park.

172
173 Recreation Director Art Psaledas said he could not reopen the park, knowing it is unsafe.
174 He agreed on the need for a skate park and suggested it be professionally installed, noting
175 the expense of doing this.

176
177 The Council discussed the need for a plan for a skate park to determine the cost. They
178 also discussed individuals organizing to oversee this process and to fundraise for a new
179 skate park. They noted the need to maintain Town recreational facilities. They thanked
180 the individuals who spoke in support of the skate park.

181
182 Councilor Combes suggested a long-term plan is needed for a recreational complex that
183 the voters might support.

184

185 **2. Receive a presentation from the Utilities Committee regarding an update on**
186 **Community Choice Aggregation**

187 Lynn Wiles and Martha Smith of the Utilities Committee offered an update on the status
188 of the Community Choice Aggregation Program, which went live on April 1st, and
189 reviewed next steps. The Council asked clarifying questions.

191 **3. Discuss and authorize the Town Manager to execute the Off-Site Improvement**
192 **Agreement for the Procopio project.**

193 Procopio has asked to be put off until further notice.

195 **4. Discuss and authorize the Town Manager to execute the Memorandum of**
196 **Understanding - Pillsbury Realty Development (Woodmont Commons PUD).**

197 Town Manager Mulholland spoke to traffic issues in Town, especially Pillsbury Road,
198 and stressed the need for baseline traffic data to begin to address infrastructure needs. He
199 explained the MOU will provide a framework to move forward to address issues on
200 Pillsbury Road. He has requested a corridor study be done on Pillsbury Road from the
201 intersection with Route 128 to the Derry line.

203 The Council voiced concerns about aspects of the MOU. Town Manager Mulholland
204 outlined that some items mentioned are addressed by the Planning Board and site plan
205 regulations, and are not appropriate to include in an MOU.

207 *Councilor Bouchard moved that the Londonderry Town Council hereby authorize the*
208 *Town Manager to execute the Memorandum of Understanding, Pillsbury Realty*
209 *Development (Woodmont Commons PUD). Seconded by Councilor Combes. Motion*
210 *carried 5-0-0. Chair votes in the affirmative.*

212 **5. Discuss and approve Order 2026-08: An expenditure from the Police Equipment &**
213 **Technology Capital Reserve Fund in the amount of \$53,504.69 to purchase a FARO**
214 **3D laser scanning system and associated software.**

215 Chief Bernard explained this request is to fund the replacement of an outdated FARO
216 machine and software. He reviewed the function of the system.

218 *Vice Chair Faber moved that the Londonderry Town Council hereby approves Order*
219 *2026-08 and directs the Trustees of the Trust Funds to disburse \$53,504.69 from the*
220 *Police Equipment & Technology Capital Reserve Fund for the aforementioned items.*
221 *Seconded by Councilor Bouchard. Motion carried 5-0-0. Chair votes in the affirmative.*

223 **6. Discuss and approve Order 2026-09: A request to withdraw \$33,872.76 from the**
224 **Cable Equipment Capital Reserve Fund for Moose Hill Control Room upgrades.**

226 *Vice Chair Faber moved that the Londonderry Town Council hereby approves Order*
227 *2026-09 and directs the Trustees of the Trust Funds to disburse \$33,872.76 from the*
228 *Cable Equipment Capital Reserve Fund for the necessary Control Room upgrades.*
229 *Seconded by Councilor Combes. Motion carried 5-0-0. Chair votes in the affirmative.*

230

231 **7. Receive quarterly budget status update.**
232 Finance Director Campo offered the quarterly budget status update. The Council asked
233 clarifying questions.
234

235 **F. OLD BUSINESS**

236 **1. Continue discussion regarding a zoning amendment – Planned Unit Development**
237 **Ordinance LZO Section 5.2**

238 Ms. Caron noted the changes requested by the Council were included this draft.
239

240 Councilor Paul read a list of changes and additions she felt should be made to the
241 ordinance. The Council discussed the suggested changes.
242

243 In response to questions from the Council, Ms. Caron said the Planning Board received
244 Councilor Paul’s suggestions on the day of their hearing on the PUD. The Board decided
245 that, given the timing of the comments and the need for more direction from the Council
246 with respect to changes to the ordinance, the Board chose to move the comments to the
247 Council for discussion and consideration.
248

249 Chair Dunn asked members of the Planning Board in the audience if they would like to
250 speak on this issue.
251

252 Ann Chiampa voted not to pass this on to Town Council, as she did not have time to read
253 Councilor Paul’s comments and wanted to continue the conversation.
254

255 Tony DeFrancesco said the Planning Board Chair asked him to speak to this issue. He
256 described the function and benefits of a PUD, and how PUDs protect taxpayers. He said
257 the Board sent the draft of the ordinance to the Council for input and changes, as the
258 ordinance needs to be a combined effort. He spoke to the function of development
259 agreements, noting the need for them be flexible, so future Boards can work with them.
260

261 In response to a question from Councilor Bouchard about the specific changes made to
262 the ordinance, Vice Chair Faber explained the ordinance was completely rewritten; there
263 is not a red-lined version available. He suggested Council members watch the video of
264 the Planning Board meeting to understand the discussion held on the ordinance.
265

266 The Council discussed the imbalance between commercial and residential, and the
267 challenge of attracting businesses. They agreed the current draft of the ordinance was an
268 improvement from the original.
269

270 Ms. Caron said the larger changes made to the ordinance were focused around defining
271 the public benefit, adjusting the community benefit table to make the definitions more
272 specific, stating that all PUDs should have a development agreement, and deciding not
273 to change the tract size from 100 contiguous acres.
274

275 Planning Board Chair Butler recommended the Council decide on the changes they want
276 made and not return the ordinance to the Planning Board for more changes, which could

277 extend the approval process many months.

278

279 Ms. Caron noted the Council could adopt the current version of the ordinance and address
280 other changes in the future.

281

282 The Council agreed to schedule a public hearing on May 18, 2026.

283

284 **G. APPROVAL OF CONSENT ITEMS**

285 **1. Town Council meeting minutes from March 30, 2026**

286 **2. Town Council meeting minutes from April 6, 2026**

287 **3. 2026-04-10 Gravel Tax**

288 **4. 2026-04-15 Gravel Tax**

289 **5. 2026-04-16 Gravel Tax**

290 **6. Supplemental Warrant**

291

292 On lines 26 and 28 of the March 30, 2026, meeting minutes, Councilor Bouchard said he did
293 not vote to approve the terms of the contract with the Tax Collector as it was not fully disclosed
294 to the public. The vote was 4-1-0, with Councilor Bouchard voting in opposition.

295

296 *Vice Chair Faber moved to approve the Consent items, with the minutes of the March 30,*
297 *2026, meeting as amended. Seconded by Councilor Combes. Motion carried 5-0-0. Chair*
298 *votes in the affirmative.*

299

300 **H. OTHER BUSINESS**

301 **1. Liaison Reports**

302 Councilor Combes attended the Londonderry Arts Council meeting on April 9th and
303 reported on the upcoming publication and events. He also reported on planning being done
304 for Old Home Day.

305

306 Councilor Paul reported there was a good turnout at the Beautiful Londonderry event.

307

308 **2. Town Manager Report**

309 Town Manager Mulholland reviewed the agendas of upcoming meetings.

310

311 **I. PUBLIC COMMENT**

312 Chair Dunn opened public comment.

313

314 **Name:** Kristine Perez

315 **Address:** 5 Wesley Drive

316 Ms. Perez suggested the public does not feel their input is heard. She asked which PUDs had
317 development agreements. She asked why non-anonymous complaints have not been brought
318 to the public. She said her civil liberties were violated by Vice Chair Faber, as were other
319 people's civil liberties, and this will go to the ACLU. Chair Dunn repeated that complaints will
320 be addressed by educating elected officials on social media.

321

322 **Name:** Tony DeFrancesco

323 **Address:** 1 Cheshire Court

324 Mr. DeFrancesco clarified that Technology Hill did not have a development agreement as it
325 was a one-owner development, which was in line with the ordinance at the time.

326

327 **Name:** Glenn Douglas

328 **Address:** 6 Overlook Avenue

329 Mr. Douglas asked when the social media training would be held and if it would be public, and
330 spoke to a complaint he filed. He also spoke to the violation of his civil rights.

331

332 **Name:** Paul Skudlarek

333 **Address:** 20 Woodbine Drive

334 Mr. Skudlarek suggested the residents who voted in support of Citizens Petitions 27 and 28
335 deserved to know why Councilors would not sign the letters moving them forward. He asked
336 the Council to create and all sign new letters for Citizens Petitions 27 and 28.

337

338 Councilor Combes suggested the Council should explain why they did not sign these letters.

339

340 Councilor Bouchard and Councilor Paul said they did not sign the letters as they did not fully
341 understand them.

342

343 Chair Dunn closed public comment.

344

345 **J. NON-PUBLIC SESSION**

346 A non-public hearing was scheduled under RSA 91-A:3, II(a), The dismissal, promotion, or
347 compensation of any public employee or the disciplining of such employee, or the investigation
348 of any charges against him or her, unless the employee affected (1) has a right to a meeting
349 and (2) requests that the meeting be open, in which case the request shall be granted.

350

351 *The Council conducted a roll call vote to enter non-public session: Combes - aye, Faber -*
352 *Dunn - aye, Bouchard - aye, Paul - aye.*

353

354 The cameras were turned off at 11:20 p.m.

355 The Council returned to public meeting.

356

357 *Councilor Combes moved to seal the minutes of the non-public session as it was determined*
358 *that divulgence of this information likely would adversely affect the reputation of any person*
359 *other than a member of the Council. Seconded by Vice Chair Faber. A roll call vote was*
360 *taken: Combes - aye, Faber - Dunn - aye, Bouchard - aye, Paul - aye. Motion carried 5-0-0.*
361 *Chair votes in the affirmative.*

362

363 **K. MEETING SCHEDULE**

364 • April 22, 2026, Moose Hill Council Chambers, 7:00 p.m., Strategic Plan Workshop

365 • May 4, 2026, Moose Hill Council Chambers, 7:00 p.m.

366 • May 18, 2026, Moose Hill Council Chambers, 7:00 p.m.

367

368 **L. ADJOURNMENT**

369

370 ***Councilor Combes moved to adjourn the meeting. Seconded by Vice Chair Faber. Motion***
371 ***carried 5-0-0. Chair votes in the affirmative.***

372

373 The meeting was adjourned at 11:35 p.m.

374

375 *Minutes prepared by Beth Haggeli*

Shaun Mulholland
Town Manager
(603) 432-1100 ext. 401
smulholland@londonderrynh.gov



Kellie Caron
Deputy Town Manager
(603) 432-1100 ext. 402
kcaron@londonderrynh.gov

Town of Londonderry • 268B Mammoth Road • Londonderry, NH 03053

May 4, 2026

Dear Members of the Town Council,

The Town of Londonderry has received a Household Hazardous Waste Grant from the New Hampshire Department of Environmental Services in the amount of \$4,804 to support the Town's Household Hazardous Waste Collection Program.

This funding will assist in offsetting costs associated with the safe collection, handling, and disposal of hazardous household materials. Participation in this program helps protect public health, ensures environmental compliance, and provides residents with a responsible option for disposing of potentially harmful substances. These funds are accepted pursuant to the provisions of NH RSA 31:95-b, III(b).

Acceptance of this grant will allow the Town to continue offering this important service while minimizing the financial impact on the municipal budget.

By signing below, you authorize acceptance of the grant in the amount of \$4,804 for its intended purpose.

Ron Dunn, Chair

Shawn Faber, Vice Chair

Dan Bouchard, Councilor


Ted Combes, Councilor

Deb Paul, Councilor

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby
Mutually agree as follows:
GENERAL PROVISIONS

1. Identification and Definitions.

1.1. State Agency Name Department of Environmental Services		1.2. State Agency Address 29 Hazen Drive, Concord, NH 03301	
1.3. Grantee Name Londonderry		1.4. Grantee Address 268B Mammoth Road, Londonderry, NH 03053	
1.5 Grantee Phone # 603-432-1100 x132	1.6. Account Number 03-44-44-444010-5392-073-500580	1.7. Completion Date June 30, 2027	1.8. Grant Limitation \$4,804
1.9. Grant Officer for State Agency Ann Astarita		1.10. State Agency Telephone Number 603-271-2047	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
1.11. Grantee Signature 1 		1.12. Name & Title of Grantee Signor 1 SHAWN MULHOLLAND, TOWN MANAGER	
Grantee Signature 2		Name & Title of Grantee Signor 2	
Grantee Signature 3		Name & Title of Grantee Signor 3	
1.13 State Agency Signature(s) Signor(s)		1.14. Name & Title of State Agency	
1.15. Approval by Attorney General (Form, Substance and Execution) (if G & C approval required)			
By:		Assistant Attorney General, On: / /	
1.16. Approval by Governor and Council (if applicable)			
By:		On: / /	

2. **SCOPE OF WORK:** In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

- approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
14. **GRANTEE'S RELATION TO THE STATE.** In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.
 15. **ASSIGNMENT AND SUBCONTRACTS.** The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.
 16. **INDEMNIFICATION.** The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.
 17. **INSURANCE.**
 - 17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:
 - 17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and
 - 17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and
 - 17.2 The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.
 18. **WAIVER OF BREACH.** No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.
 19. **NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.
 20. **AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.
 21. **CONSTRUCTION OF AGREEMENT AND TERMS.** This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.
 22. **THIRD PARTIES.** The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
 23. **ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.
 24. **SPECIAL PROVISIONS.** The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

Grantee Initials R
Date 4/21/26

EXHIBIT A

Special Terms and Conditions

1. The State reserves the right to retract and/or seek reimbursement for Grant Monies paid to the Grantee whenever, subsequent to payment of Grant Monies, it becomes known that any of the terms and conditions of this agreement in fact were not fulfilled.
2. Replace language in Paragraph 8.2 of the General Provisions with the following:
“The Grantee shall not hire, and it shall not permit any Contractor, Subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who is a State officer or employee, elected or appointed.”
3. Paragraph 15 the General Provisions is amended in that the parties intend the Grantee to retain a Contractor in accordance with Exhibit A of this agreement.

EXHIBIT B

Scope of Services

1. The Grantee shall conduct the collection portion of its Project for the **Towns of Londonderry and Derry** in accordance with the terms and conditions of a contract which incorporates, at a minimum, all of the provisions set forth in Section 3 below between the Grantee and its contracted permitted hazardous waste transporter (Contractor). For purposes of this agreement, the Contractor shall mean the primary contractor and the Subcontractor means all additional contractors that the Contractor hires for completion of the Project.
2. The Grantee shall spend grant monies solely for the purpose of paying the Contractor and/or for paying the expenses associated with conducting the Project's educational component, as required under the NH Hazardous Waste Rules Env-Hw 1003.07. In no case shall the Department pay more than fifty percent (50%) of the total cost of the Project.
3. The Grantee shall enter into a contract with a Contractor to perform the household hazardous waste collection project that includes, as a minimum, the following provisions:
 - a. That the Contractor shall handle all household hazardous wastes collected at the project site as hazardous or universal wastes, and shall comply with all state and federal laws and regulations governing hazardous waste, including but not limited to, the provisions of RSA 147-A and Chapter Env-Hw 100 et seq. involving hazardous waste safety standards, transportation requirements, and requirements for proper generation, treatment, storage, and disposal of hazardous wastes. Said requirements shall include RSA 147-A, Chapter Env-Hw 100 et seq., and those of the state(s) through which and to which the waste has been sent;
 - b. That the Contractor and Grantee both have responsibility for compliance with hazardous waste rules. The Contractor collects hazardous wastes at the project site and must sign the Project's manifest forms as such generator;
 - c. That the Contractor or its subcontractors must have all necessary registrations and comply with Env-Hw 609 to handle and transport hazardous wastes in New Hampshire and other states associated with the conduct of the project;
 - d. That the Contractor may not assign or subcontract any of the duties to be performed under the contract without a written acknowledgement that the Subcontractor will also comply with hazardous waste rules;
 - e. That the Contractor shall, at its sole expense, obtain and maintain in force, and shall require all Subcontractors to obtain and maintain in force, comprehensive public liability insurance against all claims of bodily injuries, death, or property damage, in amounts and terms complying with, at a minimum, all applicable state requirements for hazardous waste transporters, including NH Code of Administrative Rules Env-Hw 603.07. Such policies shall cover the State and the Grantee as additional insured parties and shall comply, in form and substance, with all applicable provisions of the NH Liability Insurance Act, RSA Ch. 412, and the rules thereunder;
 - f. That the Contractor shall adhere to a written work plan and a site safety plan, and such plans shall be available for review by the Department upon request; and
 - g. That the Department may exercise its authority to modify, suspend or terminate the Project if it determines that the Project poses an imminent threat to human health or the environment.

4. The Grantee shall conduct public education activities regarding household hazardous waste in accordance with the provisions of RSA 147-B:6, I-a and Section Env-Hw 1003.09(b)(3). Said activities shall include those set forth in the Grantee's Household Hazardous Waste Grant Application, as approved by the Department.
5. The Grantee shall keep a count of persons participating in the Project. If the Grantee conducts a questionnaire of said persons participating in the project, the survey shall use the questions set forth on the Participant Exit Survey.
6. The Grantee shall conduct the collection portion of its project between the date the contract is approved by Governor and Council and the completion date shown in Section 1.7 of the Grant Agreement. Failure to do so may result in non-payment of all or a portion of the grant award and/or termination of this agreement.
7. The Grantee shall allow the Department to have access to all records associated with the Project, and to conduct any monitoring of the Project deemed necessary by the Department to ensure compliance with the terms of the grant and with state and federal statutes and regulations.

EXHIBIT C

Price and Payments

1. The State agrees to pay the Grantee the Grant Monies upon the successful completion of the Project. Successful completion shall mean that (1) the Grantee has fulfilled the terms and conditions of this agreement, (2) the Grantee's accounting records, submitted to the Department have been reviewed by the Department, (3) the Contractor has fulfilled the terms and conditions of its contract with the Grantee, and (4) the State has received and reviewed all Project manifest forms required in accordance with this agreement and all applicable state and federal requirements. No Grant Monies shall be paid to the Grantee until the Department has determined that all the Project's collected hazardous wastes have been delivered to a permitted hazardous waste facility and the Department has reviewed the handling, transportation, storage, treatment, recycling and/or disposal of the Project's collected hazardous wastes and determined the project is in compliance with applicable state and federal requirements. Said requirements shall include RSA 147-A, Chapter Env-Hw 100 et seq., and those of the state/s through which and to which the waste has been sent. The payment of funds to the Grantee shall not be construed as a waiver by the Department of any past, present or future right, claim, cause of action, or prosecution related to the performance of this agreement.
2. Upon fulfillment of the terms and conditions of this agreement, including all conditions of a successful completion of the Project, the Department shall pay to the Grantee the amount not to exceed **\$4,804**. This amount is based on a rate of **\$0.17420 per capita** and on a population base of **27,577**. All invoices and other required documents by Env-HW 1003.10(a) must be submitted no more than 90 days past the completion of the last HHW collection project. Invoices submitted more than 90 days after the completion date will not be accepted or paid. Payment shall be made to the Grantee within 90 days of the Department's determination that the Project has been successfully completed in accordance with this agreement.
3. Grantee expenses not directly associated with the Project shall not be reimbursable by the Department. Only costs that otherwise would not have been spent by the Grantee were it not for the Project, and the Grantee's coordination thereof, shall be reimbursed by the Department. Non-reimbursable items shall include, but not be limited to, the following: employee benefits, payroll taxes, insurance, rent, utilities, dues, and depreciation.
4. The Grantee agrees to expend monies on the Project in an amount not less than the Project's Grant Monies, in fulfillment of the matching requirement set forth in RSA 147-B:6, I-a and in Part Env-Hw 1003.
5. The Grantee agrees to pay for all Project costs beyond the amount of Grant Monies.
6. Prior to the Department's disbursement of the Grant Monies specified in this agreement, the Grantee agrees to provide the Department with required records showing an accounting for all monies spent and/or costs incurred from the Project, including the Project's Grant Monies. Further, the Grantee agrees that no Grant Monies shall be paid by the Department unless and until the Department has reviewed and determined that such costs or expenditures qualify for funding under the terms of this agreement, and all applicable state and federal requirements; provided that the Department's payment of funds to the Grantee shall not be construed as a waiver of any past, present or future right, claim or cause of action related to the performance of this agreement or any applicable state or federal law.
7. In addition to the required documents listed in Paragraph 6 above, the Grantee agrees to submit an invoice to the State for the Grant Monies specified in this agreement. Said invoice shall be submitted either electronically or via hard copy to the attention of the Household Hazardous Waste Coordinator at hhw@des.nh.gov or NH Department of Environmental Services, 29 Hazen Drive, P.O. Box 95, Concord, NH 03302-0095.

Certificate of Authority by Vote

I, _____ Sharon Farrell _____ **hereby certify** that I am duly elected Clerk of
(Name)

___the Town of Londonderry___. I hereby certify the following is a true copy of a vote taken
at *(Name of Municipality)*

a meeting of the Town Council, duly called and held on ___April 21___, 2026 at which a quorum of
the Councilors were present and voting.

Voted: That ___Town Manager Shaun Mulholland___(may list more than one person) is
(Name and Title)

duly authorized to enter into contracts or agreements on behalf of

___the Town of Londonderry___ with the State of New Hampshire and any of its
(Name of Municipality)

agencies or departments and further is authorized to execute any documents which may in
his/her judgement be desirable or necessary to affect the purpose of this vote.

I hereby certify that said vote has not been amended or repealed and remains in full force and effect as
of the date of the contract to which this certificate is attached. I further certify that it is understood that
the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above
currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the
extent that there are any limits on the authority of any listed individual to bind the corporation in contracts
with he State of New Hampshire, all such limitations are expressly stated herein.

Dated:

April 21, 2026

Attest:

Sharon A. Farrell
Sharon Farrell, Town Clerk





CERTIFICATE OF COVERAGE

The New Hampshire Public Risk Management Exchange (Primex³) is organized under the New Hampshire Revised Statutes Annotated, Chapter 5-B, Pooled Risk Management Programs. In accordance with those statutes, its Trust Agreement and bylaws, Primex³ is authorized to provide pooled risk management programs established for the benefit of political subdivisions in the State of New Hampshire.

Each member of Primex³ is entitled to the categories of coverage set forth below. In addition, Primex³ may extend the same coverage to non-members. However, any coverage extended to a non-member is subject to all of the terms, conditions, exclusions, amendments, rules, policies and procedures that are applicable to the members of Primex³, including but not limited to the final and binding resolution of all claims and coverage disputes before the Primex³ Board of Trustees. The Additional Covered Party's per occurrence limit shall be deemed included in the Member's per occurrence limit, and therefore shall reduce the Member's limit of liability as set forth by the Coverage Documents and Declarations. The limit shown may have been reduced by claims paid on behalf of the member. General Liability coverage is limited to Coverage A (Personal Injury Liability) and Coverage B (Property Damage Liability) only, Coverage's C (Public Officials Errors and Omissions), D (Unfair Employment Practices), E (Employee Benefit Liability) and F (Educator's Legal Liability Claims-Made Coverage) are excluded from this provision of coverage.

The below named entity is a member in good standing of the New Hampshire Public Risk Management Exchange. The coverage provided may, however, be revised at any time by the actions of Primex³. As of the date this certificate is issued, the information set out below accurately reflects the categories of coverage established for the current coverage year.

This Certificate is issued as a matter of information only and confers no rights upon the certificate holder. This certificate does not amend, extend, or alter the coverage afforded by the coverage categories listed below.

Participating Member: Town of Londonderry 268B Mammoth Road Londonderry, NH 03053		Member Number: 224	Company Affording Coverage: NH Public Risk Management Exchange - Primex ³ PO Box 23 Hooksett, NH 03106-9716	
Type of Coverage	Effective Date (mm/dd/yyyy)	Expiration Date (mm/dd/yyyy)	Limits - NH Statutory Limits May Apply, if Not:	
<input checked="" type="checkbox"/> General Liability (Occurrence Form) Professional Liability (describe) <input type="checkbox"/> Claims Made <input type="checkbox"/> Occurrence	7/1/2025	7/1/2026	Each Occurrence	\$ 2,000,000
			General Aggregate	\$ 10,000,000
			Fire Damage (Any one fire)	
			Med Exp (Any one person)	
<input checked="" type="checkbox"/> Automobile Liability Deductible Comp and Coll: \$1,000 <input type="checkbox"/> Any auto	7/1/2025	7/1/2026	Combined Single Limit (Each Accident)	\$ 2,000,000
			Aggregate	\$ 10,000,000
<input checked="" type="checkbox"/> Workers' Compensation & Employers' Liability	7/1/2025	7/1/2026	<input checked="" type="checkbox"/> Statutory	
			Each Accident	\$ 2,000,000
			Disease - Each Employee	\$ 2,000,000
			Disease - Policy Limit	
<input checked="" type="checkbox"/> Property (Special Risk includes Fire and Theft)	7/1/2025	7/1/2026	Blanket Limit, Replacement Cost (unless otherwise stated)	Deductible: \$1,000
Description: Proof of Primex Member coverage only. Pollution and hazardous waste related liabilities, expenses and claims are excluded from coverage in the coverage document.				

CERTIFICATE HOLDER:	Additional Covered Party	Loss Payee	Primex³ - NH Public Risk Management Exchange	
NH Department of Environmental Services 29 Hazen Drive, P.O. Box 95 Concord, NH 03302-0095			By: <i>Mary Beth Purcell</i>	
			Date: 9/22/2025 mpurcell@nhprimex.org	
			Please direct inquires to: Primex³ Claims/Coverage Services 603-225-2841 phone 603-228-3833 fax	

**PONDEROSA MOBILE HOME PARK
53 SOUTH ROAD LONDONDERRY, NH 03053**

April 28, 2026

Dear Counsel Members

As owner of Ponderosa Mobile Home Park I am looking for the Town to release the property tax lien from 2024 and abate the property tax from 2025 and any interest that has accrued on these for the mobile home located at 22 Chapparel Drive.

This property was previously owned by another individual, however after the property was destroyed in a Fire on May 17th, 2025, the previous owner abandoned the mobile home. Since that time, we have been able to obtain the writ of possession for the existing structure and are looking for the ability to demolish the existing structure and replace it with a new structure.

For a permit to be issued to demolish the remaining portion of the valueless/abandoned home, the back taxes need to be abated, and the previous lien needs to be released. As Ponderosa Mobile Home Park was not the ones the property tax was levied against, in accordance with the Court Case "Everett Ashton, Inc. v City of Concord", it is the request of Ponderosa Mobile Home Park that the Town of Londonderry releases any liens on the structure, abates any current property taxes and interest on the structure to allow Ponderosa Mobile Home Park to be able to replace the valueless/abandoned property with a new structure within 18 months of the demolition permit being officially issued by the Town.

Thank you for your consideration in this matter.

Sincerely,


Robert Dufour

**THE STATE OF NEW HAMPSHIRE
JUDICIAL BRANCH
NH CIRCUIT COURT**

10th Circuit - District Division - Derry
10 Courthouse Lane
Derry NH 03038

Telephone: 1-855-212-1234
TTY/TDD Relay: (800) 735-2964
<https://www.courts.nh.gov>

WRIT OF POSSESSION

**Ponderosa Mobil Home Ranch
PO Box 595
Londonderry NH 03073**

V.

Estate of Robert H. Bursy

Case Name: **Ponderosa Mobil Home Ranch v. Estate of Robert H. Bursy c/o Amy P Parisi, Exec., et all**
Case Number: **431-2026-LT-00043**

To the Sheriff of any County or to his Deputy or to any Law Enforcement Officer:

WHEREAS the plaintiff on the April 14, 2026, by order of the court, has recovered judgment against the defendant(s) for possession of the premises described as:
c/o Amy P Parisi, Exec 22 Chapparel Drive Londonderry NH 03053
and court costs of \$ 151.00.

WE COMMAND YOU, THEREFORE, that without delay you cause the said plaintiff to have possession of said premises.

Make return of this Writ to the court within ninety days from the date thereon.

April 14, 2026

Witness, Ellen V. Christo

Chief Judge of the Circuit Court
Robin E. Pinelle

Robin E. Pinelle, Clerk of Court

RETURN OF SERVICE

_____ COUNTY Date: _____

I have caused the above named plaintiff to be put into possession of the within described premises.

FEES: Service: \$ _____

Deputy Sheriff _____

Travel: _____

Signature _____

Other: _____

Title _____

TOTAL: \$ _____

Agency _____

ORIGINAL

THE STATE OF NEW HAMPSHIRE
JUDICIAL BRANCH
NH CIRCUIT COURT

10th Circuit - District Division - Derry
10 Courthouse Lane
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LANDLORD/TENANT ACTION – NOTICE OF DEFAULT JUDGMENT

**PONDEROSA MOBIL HOME RANCH
PO BOX 595
LONDONDERRY NH 03073**

Case Name: **Ponderosa Mobil Home Ranch v. Estate of Robert H. Bursy c/o Amy P Parisi,
Exec., et all**
Case Number: **431-2026-LT-00043**

The Notice of Default issued on April 07, 2026 is final.
A Writ of Possession is issued.

Damages for rent owed in the amount of \$_____, plus costs in the amount of \$_____, are
awarded to the landlord and due and owing upon receipt of this notice.

OR

The Motion to Strike Default is DENIED.
See page 2 for Notice of Appellate Rights.

Writ of Possession will issue on the eighth calendar day from the date the Notice of Default
Judgment is provided to the parties, unless the appealing party:

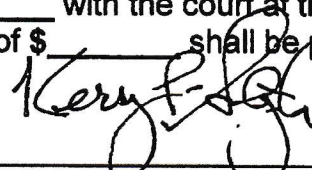
- A. files a Notice of Intent to Appeal within seven days;
- B. completes a Supreme Court appeal within 30 days; and
- C. if the appealing party is the tenant, pays to the Circuit Court all rent as required by law in
an amount determined by the Court.

Damages for rent owed in the amount of \$_____, plus costs in the amount of \$_____, are
awarded to the landlord and due and owing upon receipt of this notice.

In the event of an appeal, the Defendant shall deposit \$_____ with the court at the time of filing
the Notice of Intent to Appeal and weekly rent in the amount of \$_____ shall be paid to the
court while the appeal is pending.

April 14, 2026

Signature of Judge


Kerry p Steckowych
Printed Name of Judge

(306)

C: Robert M. Shepard, ESQ; Estate of Robert H. Bursy; Amy P. Parisi

LANDLORD/TENANT ACTION – NOTICE OF DEFAULT JUDGMENT

**LANDLORD/TENANT ACTION
APPEAL INFORMATION**

THE JUDGMENT IN A LANDLORD/TENANT ACTION MAY BE APPEALED ON QUESTIONS OF LAW TO THE SUPREME COURT BY EITHER PARTY. PLEASE NOTE THE FOLLOWING:

- A. Within seven calendar days of the date of this notice, the party appealing must file with the Circuit Court a NOTICE OF INTENT TO APPEAL TO THE SUPREME COURT (NHJB-2085-D). Post trial motions will not extend the seven-day period to file the NOTICE OF INTENT TO APPEAL (NHJB-2085-DP).
- B. If the tenant is the party appealing, in cases based on nonpayment of rent, at the time of filing the NOTICE OF INTENT TO APPEAL (NHJB-2085-DP) the tenant shall pay into Circuit Court one week's rent as determined by the court pursuant to RSA 540:14, I.
- C. Within 30 days of the NOTICE OF JUDGMENT, the party appealing must file a NOTICE OF APPEAL with the Supreme Court. Forms may be obtained from the Circuit or Supreme Court Clerk's office.
- D. If the tenant is the appealing party and the action was based upon non-payment of rent, during the time that the appeal is pending, rent is payable weekly to the District Division to be held in escrow, and is due on the same day of the week on which the NOTICE OF INTENT TO APPEAL (NHJB-2085-DP) was filed. If any such day is a day on which the clerk's office is not open for business, then the payment is due on the next day the clerk's office is open. If the tenant is the appealing party and the action was based upon a reason other than non-payment of rent, the tenant shall pay into the Circuit Court or to the Landlord as the Court directs all rents becoming due from the date the NOTICE OF INTENT TO APPEAL is filed. If the duty to pay rent or a portion thereof is in dispute, the tenant shall pay such portions of the rents becoming due after the NOTICE OF INTENT TO APPEAL is filed as the Court directs. Such amounts will be held in escrow until a final decision is rendered.
- E. If rent is not paid by any due date, the court shall immediately mail a NOTICE OF DEFAULT to the tenant and issue a WRIT OF POSSESSION to the landlord.
- F. The WRIT OF POSSESSION shall be recalled and the appeal reinstated if the tenant pays, prior to the service of the writ by the sheriff, the entire amount of rent due since the filing of the NOTICE OF INTENT TO APPEAL (NHJB-2085-DP).
- G. Unless the appeal is reinstated, the Circuit Court shall vacate the appeal and award the landlord the rent money that has been paid into the court.
- H. When the final decision on appeal is rendered by the Supreme Court, the money paid into the Circuit Court shall be apportioned between the landlord and tenant based on the amount of rent that is found to be due and owing as a result of the appeal.