

CITY OF LACONIA

2018

Master Plan



Rotary Park, Downtown Laconia

**Adopted May 8, 2018
By
Laconia Planning Board**

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(Other chapters will be updated and adopted in the future)

Vision Statement and Guiding Principles

A community vision is established to provide guidance for all sections of the Master Plan. A vision for the City of Laconia was prepared by the Master Plan Steering Committee. It is a statement of what the community strives to achieve in the next 10-15 years. The vision is supported by guiding principles designed to influence decisions on how the vision is carried out. The vision and associated guiding principles, outlined below, should be applied to the recommendations in each chapter of the Master Plan.

Vision: Laconia will maintain a balance between our beautiful natural resources and continuing economic development for the benefit of current and future residents, businesses, and seasonal visitors.

The guiding principles of our Vision are based on building a safe, clean, inviting, and prosperous community as follows:

- The city will work collaboratively with stakeholder groups to achieve the vision;
- Laconia will be an attractor city for a vibrant citizenry of all ages, and seasonal and full-time residents;
- Availability of the municipal water supply system should be expanded to areas of the city where service is now not provided to help spur desired development;
- Continuous improvement and protection of surface water quality is integral to Laconia's economic success;
- The city promotes primary and secondary educational excellence, which is considered a key to local success.

(Adopted May 8, 2018)

Introduction to the 2018 Master Plan

The purpose of a community Master Plan is to guide future development. It is the responsibility of the Planning Board to prepare a Master Plan as outlined in NH RSA 674:1 I. While the Master Plan is not a legal document, it does provide the legal basis for zoning and land use regulations. These tools assist the Planning Board to achieve community goals to preserve and enhance the quality of life and culture. The Planning Board also has the responsibility for promoting interest in and understanding of the Master Plan.

The development of this chapter represents a significant departure from the Land Use Chapter in the 2007 Master Plan. This change stems from a critical assessment of: public input, development trends, fiscal constraints, demographic changes affecting the city, region, and state, and the availability of land within the city suitable to accommodate targeted residential growth and commercial development. To be successful, the concepts to guide future development outlined in this chapter will require public education and additional training for the volunteers serving on city land use boards.

In 2015 and 2016 there were preliminary efforts to start the process of creating an updated Master Plan document. Research was conducted, and drafts were written for updates to several of the chapters, but none were finalized as the Vision Statement and the Land Use chapter had not been created.

In 2015, the organization, Plan NH, came to the city to do a Community Design Charrette which was aided by several community members. The charrette highlighted possible ways to repurpose buildings and land in the city, primarily the Downtown, the Lakeport intersection, and the Weirs Beach areas. This focus on those three areas was eventually deemed to be too limiting and that the city needed to have a more encompassing approach.

In 2016, the Planning Department conducted a “Re-Imagine Laconia” campaign that used “social media” and public forums to solicit input from Laconia’s citizens and businesses. Information about the campaign was available on Facebook, a dedicated website, and by sending text to a special phone number for that specific purpose. While the response to the campaign was good at first, the enthusiasm gradually waned.

Both of the above efforts did produce ideas that have survived to the current effort, some possibly in modified concepts. Many of the people on the most recent Master Plan Steering Committee were also involved in the earlier efforts, creating continuity.

A Laconia Master Plan Steering Committee (MPSC) was formed to assist in the development of the Vision and Land Use Chapters, with technical assistance provided by Laconia Planning Department and Lakes Region Planning Commission (LRPC) staff. The composition of the committee was designed to aid the alignment of Master Plan goals and recommendations with the practicality of budget plans. The MPSC consisted of the following membership:

William Contardo, MPSC and Planning Board Chairman
Edward Engler, Laconia City Mayor
David Bownes, City Councilor Ward 2
Henry Lipman, City Councilor Ward 3
Michael Limanni, Planning Board, Resident
Reuben Bassett, Business Owner, Resident
Liz Merry, Planning Board, Resident
Scott Myers, City Manager
Dean Trefethen, City Planner
Michael Izard, LRPC Principal Planner

A. Key Findings

The MPSC explored aspects of what is considered the ‘Laconia Advantage’ and limitations to achieving the community’s vision for the future. The Laconia Advantage, or what makes Laconia a desirable place to live, operate a business, and visit include: a host of recreational opportunities, scenic beauty, accessibility, relatively low taxes, good schools, and investment in infrastructure.

The Great Recession (2007-2009) has had a lasting impact on New Hampshire. The period since 2010 is the first in more than 40 years in which annual job growth in New Hampshire was behind regional and national rates. By the end of 2014, the US and New England recovered all the jobs lost in the recession, while New Hampshire still lagged in returning to pre-recession job levels. Most of the employment growth occurred in industries that do not require highly skilled workers. Accommodation and Food

Services industries added the most jobs from 2011 to 2012, and most of the positions in this industry require a high school diploma or less for employment. Low skill industries tend to pay wages that are below average - two thirds of the jobs created pay below average wages.¹

Key factors for consideration in Laconia since the 2007 Master Plan include the following:

- There is a growing imbalance of mid-market priced housing (\$200,000 to \$350,000) and an increasing number of people who live in other communities but work in Laconia;
- Laconia is home to an aging population (average age of Laconia residents was 38.1 in 2007 versus 46.7 in 2016);
- Public schools are experiencing a ten-year period of declining school enrollment that is projected to continue; down 13 percent from 2,269 (2007) to 1,985 (2017) for the Laconia School District (SAU 30);
- Laconia has experienced a shrinking commercial valuation, down 19 percent from \$348,509,000 (2007) to \$282,976,000 (2016).

These changes provide the backdrop for considering how land use practices and zoning can be used to positively impact future development in Laconia over the next 10-15 years. The MPSC finds existing land use practices require revision to address hinderances to: promoting the development of housing in the \$200,000 to \$350,000 price range, reversing population stagnation, increasing the commercial tax base, and the promotion of redevelopment. The MPSC further finds rolling out a welcome mat to encourage growth and development will require a support structure, marketing, and continuity across land use boards, and patience over a long-term horizon to achieve development goals.

¹ New Hampshire Center for Public Policy Studies, *Policy Notes: An Overview of Trends in NH*, December 2014.

2018

Laconia Master Plan

Land Use Chapter

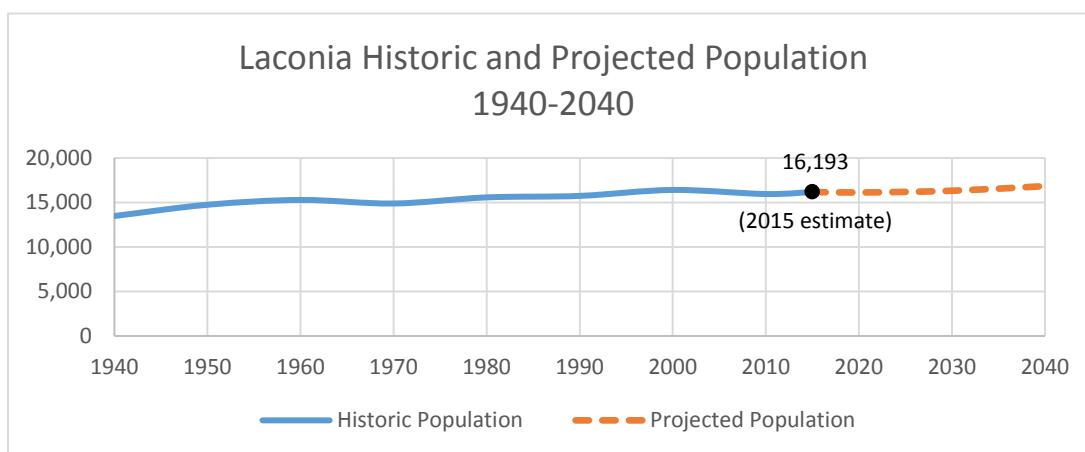
(Adopted May 8, 2018)



1. Trends Influencing Future Land Use

A. Population Projections

The year-round city population has remained stagnant over the past 50 years, hovering around 16,000 residents since the 1960s and growing by just 2,000 residents since WWII. Population projections indicate near zero population increase to 2025 with minimal growth through 2040. Conversely, it should be noted there is every reason to believe there has been significant increase in seasonal or part-time residents, particularly in the past few decades, although measuring that number is difficult. This belief is derived from the increase of housing units constructed in that same timeframe that tend to be concentrated near or on the lakefront sections of the city, and the conversion of traditional tourist accommodations to other uses, like condominiums.



B. Recent Development

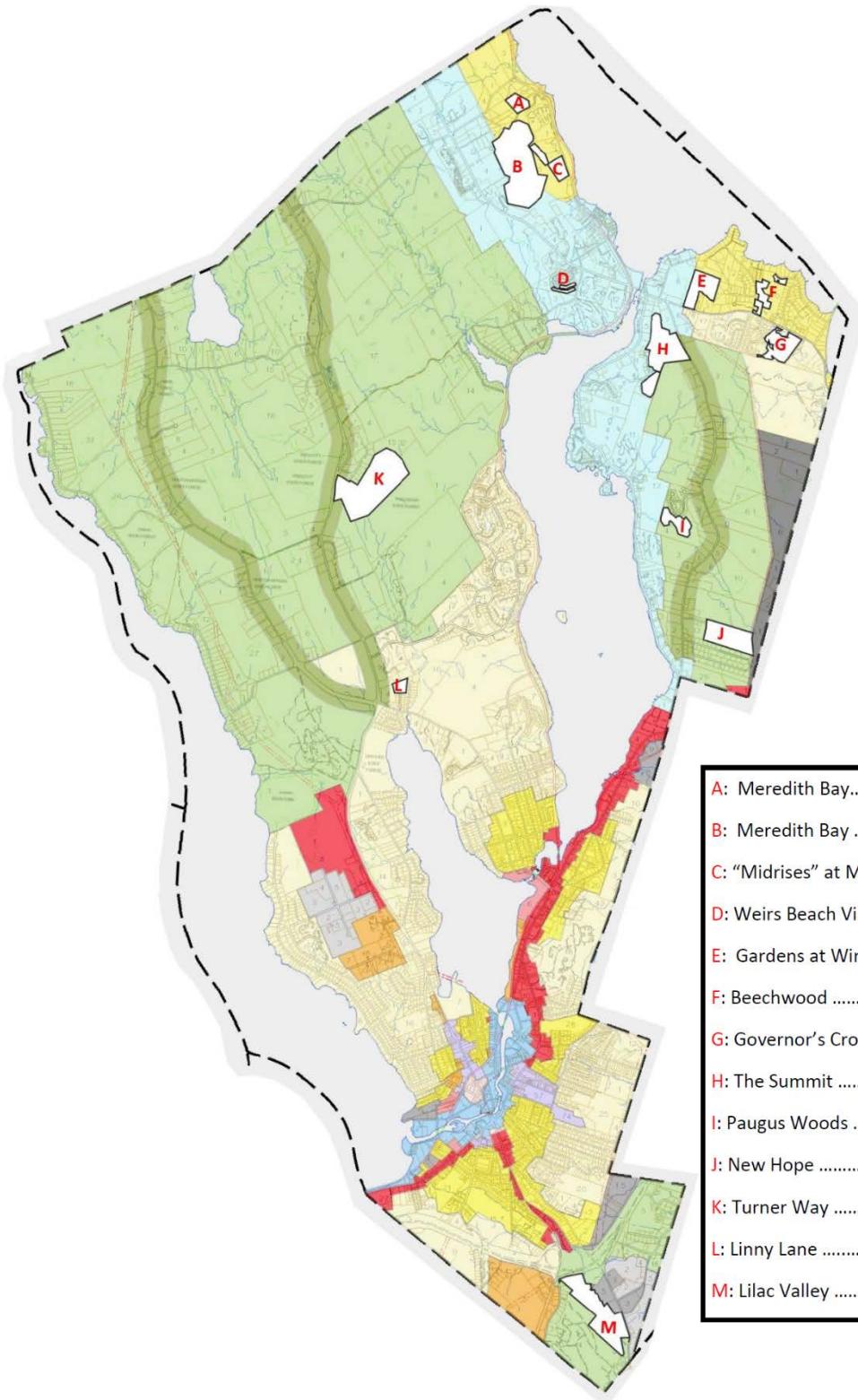
Despite minimal population change, the Laconia housing stock has expanded appreciably. US Census data indicates an increase of 1,316 residential units from 2000 to 2010. This increase included 816 seasonal units or 62 percent of the total housing increase. In total, approximately one in four housing units in Laconia are seasonally occupied. The attraction of seasonal residents is clear, the city is conveniently located for easy access to second homes, the local and area amenities are plentiful, and the cost of housing including real estate taxes are comparatively low to the metropolitan centers to the south.

Recent housing construction has focused on higher cost seasonal and low-income housing. The city housing stock is aging and in need of rehabilitation or replacement. The combination results in a growing imbalance of middle price range homes and an increasing number of people who work in Laconia and live in other communities. Generally, the seasonal and waterfront homes are priced beyond the means of typical workers employed in area jobs. The prevalence of second homes also creates the demand for services supported by seasonal jobs.

In the past 10 years or so, there have been many residential developments approved throughout the city and combined there are slightly over 500 residential units to be built on approved lots. These developments are still active at various levels and have annually obtained extensions on their approvals from the Planning Board. It is not unusual for a community to have a significant number of approved, but unimproved, lots, however, in Laconia many of these lots are located in what would be considered seasonal areas of the city, which would indicate they are likely to be occupied by seasonal residents when they are built. In other words, many of these lots will not satisfy the need for mid-priced homes for middle-income, year-round residents. A map illustrating the location and types of these previously approved residential units is on the next page.

Remaining Units in Previously Approved Developments

as of 12/15/17



A: Meredith Bay.....	6 single family units
B: Meredith Bay	87 single family units
C: "Midrises" at Meredith Bay	72 condo units
D: Weirs Beach Village	11 single family units
E: Gardens at Winnipesaukee....	11 duplex & 65 SF units
F: Beechwood	9 single family units
G: Governor's Crossing	56 single family units
H: The Summit	30 single family units
I: Paugus Woods	46 single family units
J: New Hope	22 single family units
K: Turner Way	13 single family units
L: Linny Lane	9 single family units
M: Lilac Valley	55 single family units

C. Municipal Investment

The city has made appreciable investment in recent years adding to Laconia's desirability. Recent investment includes: a \$17 million rehabilitation of the downtown Colonial Theatre in cooperation with Belknap Economic Development Council (the building will serve as a civic auditorium, residential and commercial space); \$1.6 million Lakeside Avenue streetscape improvements; the Main Street bridge replacement with "gateway" beautification; construction of a pocket park at Busy Corner; renovation of the 13,200-square foot Central Fire Station and addition of 13,000 square feet of new space; expansion of the Laconia River Walk; and collaboration with the NH Department of Transportation for the installation of a round-about on US Route 3 in the Weirs; and the continued development of the WOW Trail.

D. Commercial and Industrial Opportunities

Industrial opportunity is largely confined to O'Shea Industrial Park and Lakes Business Park, a shared venture between the city and the town of Gilford. All available parcels in the 100-acre O'Shea park are built on except for a city owned 4.89-acre parcel. In 2017, the parcels had an assessed value of nearly \$21 million. The park is serviced by gas, city water and sewer and is located 11 miles from Interstate 93.

The Lakes Business Park was established in the mid-1990s. The first phase consisted of five parcels located within the city limits on Hounsell Avenue. In 2017, four of the five parcels were built on; the city owns the remaining parcel. Combined, the assessed value of the 32-acre first phase is \$3.3 million. Phase 2, established in 2002, is a cooperative venture between the town of Gilford and city of Laconia. Consisting of more than 100 acres, Phase 2 is bounded on three sides by a 47-acre conservation easement. The remaining land is comprised of 18 parcels with access to three-phase power, natural gas, and municipal water and sewer. A sixth parcel, sold in 2017, was purchased by a local businessman. In total, four of 18 parcels are built on in this approved Economic Revitalization Zone (ERZ) that provides Business Profit and Business Enterprise Tax reductions through the ERZ Tax Credit Program.

The former State School Property represents significant potential for economic development. This largely vacant property was studied by a commission in 2010 to understand potential uses and is now the subject of a Governor appointed Lakeshore Redevelopment Planning Commission to recommend a re-development strategy for the 200 acres of prime real estate. Currently zoned residential, the area including and around the state school property represents an opportunity to rezone for mixed residential and commercial uses.

An important consideration for future development is the potential tax revenue implications of three land use categories: 1) residential; 2) commercial/industrial; and 3) agriculture/open space. Historically, Cost of Community Services Studies (COCS) in New Hampshire have been used to measure a community's cost of services demanded by these three land use types. While these costs vary by community in various studies, the results repeatedly show that municipal expenditures for services demanded by residential development generally exceed the tax revenues generated. For example, the average ratio of expenditures to revenues for three communities studied were: residential = 1.11; commercial/ industrial = .45; and agricultural/open space = .37. While the cost of services is community specific and the actual ratios variable, the result of these studies generally conclude that agricultural/open space and commercial/ industrial lands pay for themselves while residential land does not. However, a vibrant community is also one that is growing in both categories, residential and commercial/industrial. Laconia desires to specifically encourage growth in the mid-priced residential market, which is believed integral to stimulating growth in the commercial/industrial properties, as commercial uses need customers and industrial uses need employees.

Laconia proposes a pro-population growth land use strategy, with a focus on mid-market residential housing. Therefore, a balanced mix of commercial/industrial development is desirable to offset residential services costs. The current mix in Laconia is approximately 85 percent residential and 15 percent commercial/industrial. Research by the City Manager indicates a goal to strive for is in the order of a 65/35 mix. Keys to success include:

- 1) Patience and Promotion – the Lakes Business Park has taken years to achieve the sale of 1/3 of the available parcels while it has been

promoted by several economic development agencies and incentivized with tax reductions.

- 2) Performance Zoning - This is a defining initiative to accommodate changing land use practices and to promote development. Designed to provide greater flexibility in the land use planning process and promote a mix of compatible uses, a performance zoning ordinance can award density bonuses to promote infill or compact development and require compliance with defined conditions for approval. Through this type of zoning, a wide range of uses are permitted, and compatibility is determined based on consideration of the appropriateness (i.e. type, intensity, scale) and impact of a proposed use.
- 3) Parking – Historically, the highest density areas in Laconia were developed prior to the high dependence on motor vehicles that exists today. Successful implementation of mixed use zoning will require careful consideration of practical parking standards and the potential re-evaluation of municipal parking limitations and opportunities.
- 4) Partnerships – Zoning changes should be further informed by property owners, realtors, local businesses, and developers to ascertain development goals and strategies and the potential and appetite for public/private partnerships.

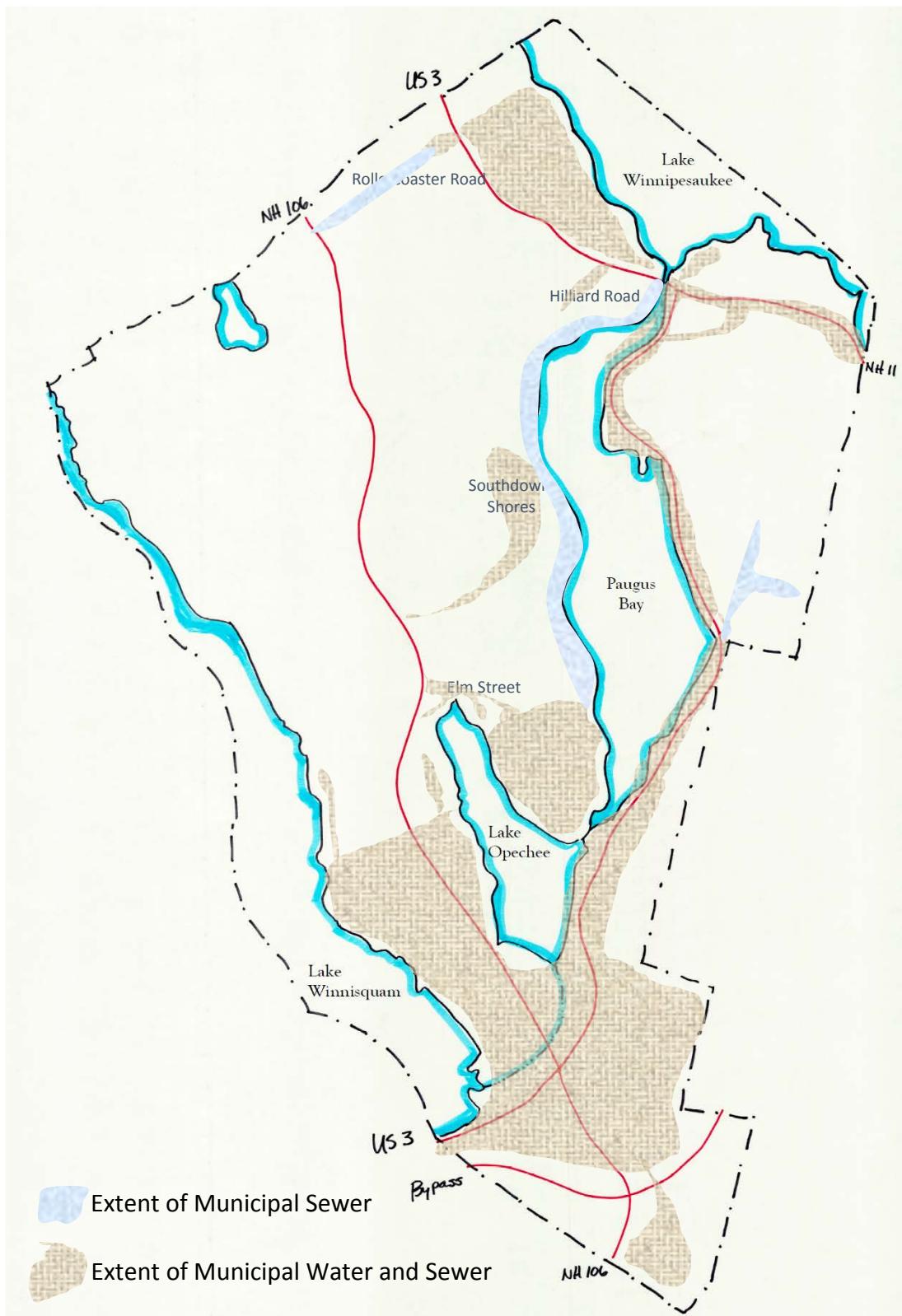
2. Development Potential and Constraints

The limit of areas served by municipal water was estimated using a working fire hydrant map provided by the Laconia Water Department to illustrate areas of potential development. The Laconia Department of Public Works maintains a map of municipal sanitary sewer, which consists of 17 sewer pump stations, approximately 67 miles of gravity main, and five miles of forced main. The two services exist largely the same areas with a few exceptions: sewer extends the length of Rollercoaster Road, the entire western shore of Paugus Bay, and along the southern stretch of White Oaks Road to and beyond Hillcrest and New Hope Drives.

The availability of municipal water and sewer plays a key role in commercial and compact residential development. Municipal water and sewer is limited in the northwest quadrant of Laconia, which is a consideration for future development. The feasibility and cost to expand these services is in part dependent on the potential for a shared private/public investment. Specific areas for future development would depend on these municipal services to achieve land use goals. The specific areas targeted are: the area of the intersection of Parade Road, Meredith Center Road and Elm Street, including the former State School property; Hilliard Road; and Rollercoaster Road.



A. Limits of Existing Municipal Water and Sewer



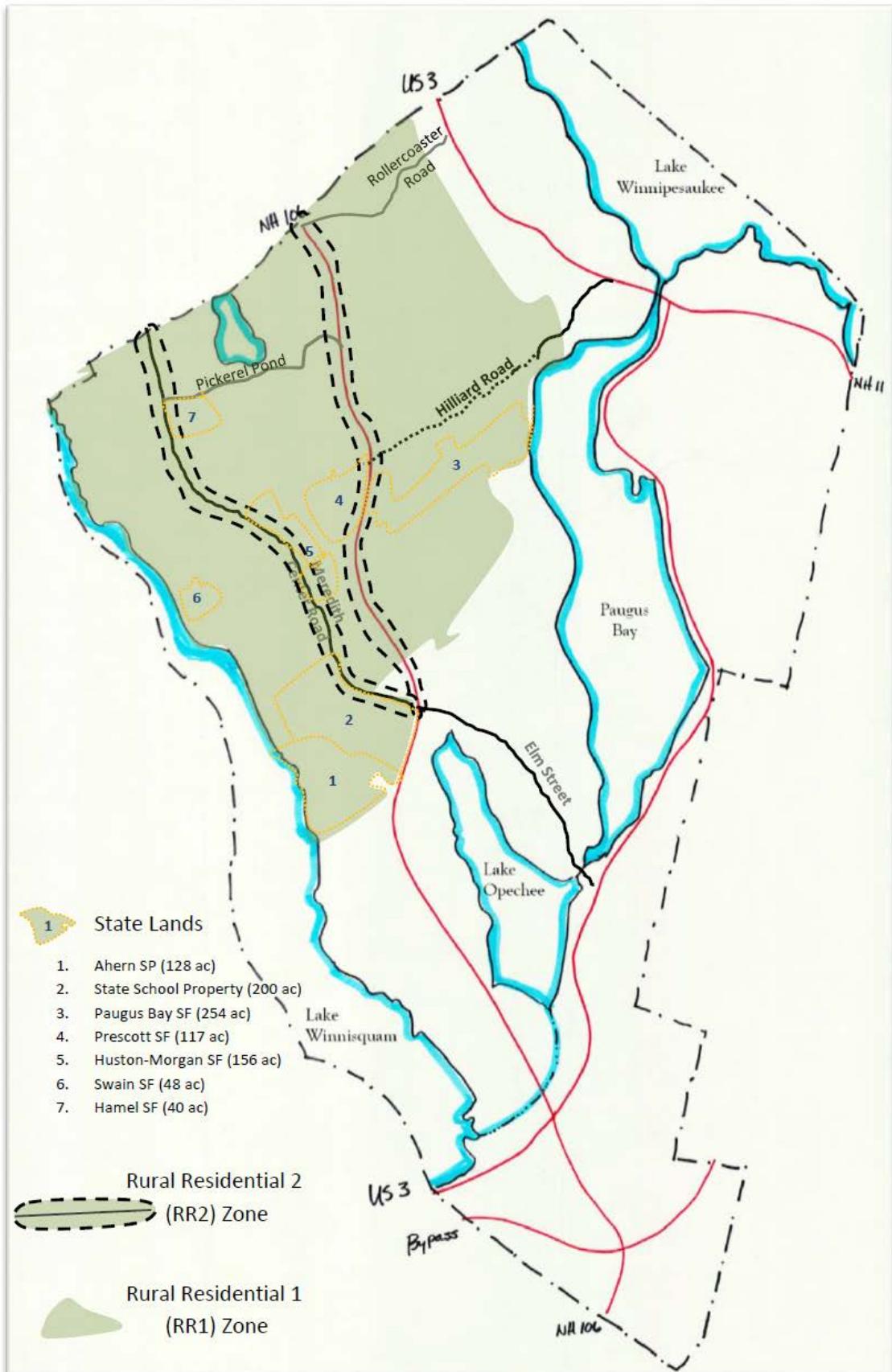
B. Development Beyond Existing Municipal Water and Sewer

The northwest quadrant of Laconia as depicted on the *Laconia Northwest Quadrant Map* (next page) is comprised of the Rural Residential 1 and 2 Zones. While this area is largely without municipal water or sewer, with careful consideration, it represents possible future development potential. Representing nearly one-third of the land area in Laconia (34%), development in the Rural Residential 1 (RR1) Zone is currently all residential uses. Approximately ten percent of the area includes parcels on discontinued roads or landlocked parcels without frontage on any road. Approximately 43 percent of the land is vacant, zoned for residential use, while 34 percent of the built-on parcels are single family houses on lots of 40 acres or more.

Rural Residential 2 (RR2) zone includes Parade and Meredith Center Road corridors and is intended to recognize the historic, scenic and agricultural values. This district is defined as the area extending 400 feet from either side of the center line of these roadways. While the corridor preserves the rural character of roadway views, the potential may exist to achieve the same preservation without impacting as much of the landowner's property with frontage on these roads. This area may represent an opportunity to explore performance standards, if further development is desirable.

Northwest RR1 Zone

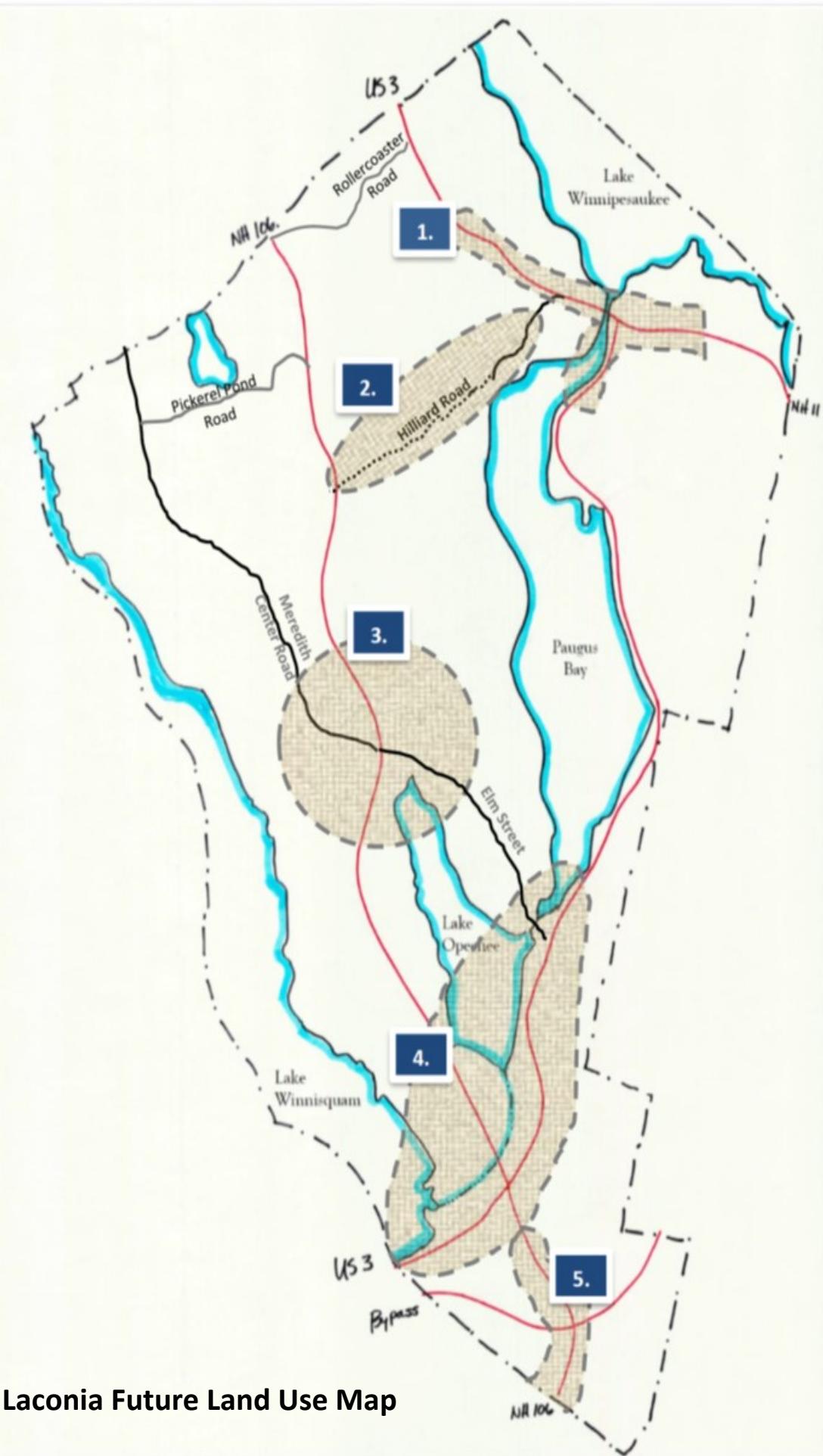
Total Land Acres	4,333.96	100%
Residential	2,420.48	56%
Three Family	7.59	
Two Family	16.00	
Mobile	5.30	
Single Family	1,534.28	
Mobile Home Park	16.66	
Community Beach	1.49	
Vacant	839.16	
Current Use	1,038.82	24%
White Pine	88.90	
Hardwood	369.33	
Unproductive	38.00	
Other	542.59	
Municipal	64.80	1.5%
State	669.86	15%
Laconia Christian Fellowship	140.00	3.2%



3. Future Land Use Map

Five distinct areas in Laconia are the focus of future development. Each area is discussed briefly below and illustrated on the Laconia Future Land Use Map. These areas are numbered for reference purposes from north to south. The references should not be considered as a prioritization. Some areas will require the expansion of municipal sewer and/or water, and as such may require more time to accommodate desirable development.

- 1. Weirs – US3/NH11** The US Route 3 corridor and a portion of Weirs Boulevard should be considered for zoning changes that will allow mixed development to transition the area from a seasonal destination to a year-round center for commerce to enhance existing and future residential development. Envisioned is zoning that enables mixed commercial and residential development that supports the Weirs as a Commercial Resort District.
- 2. Hilliard Road** Currently the portion of Hilliard Road accessed by Parade Road is discontinued and not municipally maintained (Class VI), while the section accessed by US 3 in the Weirs is generally a residential and seasonal residential neighborhood. Re-establishing the entire length of Hilliard Road as a city maintained roadway would provide frontage for hundreds of acres of currently undeveloped land. This, coupled with expansion of municipal water and sewer in the area, would significantly increase mixed development potential in Laconia and provide a second roadway link between US3 and Parade Road, which are currently linked only by Rollercoaster Road. In addition to the construction of a municipal road within an existing right-of-way, sewer and water expansion would be required for compact, mixed development.
- 3. Elm Street at Meredith Center Road** This area is currently zoned for two-acre residential use. Given the proximity to the State School property, a mixed-use node would complement the eventual re-development of state property. Envisioned is a zoning change that provides for more compact residential development and the possibility of mixed commercial and residential uses.



Laconia Future Land Use Map

4. **Downtown Redistricting** The downtown is currently subject to nine individual zones and several overlays. Proposed is to create one encompassing zone for the greater downtown area, which establishes one set of zoning rules for all those properties. Envisioned are uniform performance standards that promote site redevelopment (reuse and rehab) in the greater downtown. The same, or modified, performance standards could be used in areas of the city previously specified for compact mixed-use development, like in the Weirs, the former State School property area, and areas like surrounding Hilliard Road.
5. **South Main Street** Re-development should focus on transitional areas between existing zones. South Main Street transitions from Downtown River District (DRD) to Business Central (BC) to commercial between Union Avenue and Pine Street, and continues as commercial on both sides of the street to the NH107 split where it is zoned commercial on the west side of the street and residential on the east side.

6. Future Land Use Recommendations

- **Re-evaluate Greater Downtown Zones** - An element of sustainable growth is adequate opportunity for businesses to locate and grow in the city. The current zoning ordinances and land use regulations may be too restrictive and potentially overly cumbersome to achieve desirable commercial expansion. As an example, the downtown area is subject to nine individual zones (Residential General (RG), Residential Apartment (RA), Residential Single Family (RS), Commercial (C), Professional (P), Business Central (BC), Business Central Industrial (BCI), Downtown River District (DRD), and Industrial (I), in addition to several overlay districts. This level of delineation may negatively impact competition between new and existing businesses and limit opportunity for infill development. **Consolidation of greater downtown zoning regulations and planning policies will encourage sustainable commercial growth and year-round population.**

- **Performance Zoning** – In contrast to conventional zoning, which is designed to segregate incompatible uses, performance zoning provides flexible site design based on measurable standards. These standards apply to the site appearance and intensity of the proposed use(s). Enabled by RSA 674:21(h) Innovative Land Use Controls, performance standards have the benefit of providing site and activity flexibility while effectively preserving environmentally important features through enhanced site design. **Consider the use of Performance Zoning to complement the consolidation of greater downtown zoning districts to increase Laconia's competitiveness in attracting development, re-development, and investors; other areas for performance zoning consideration are Lakeport, Weirs, State School Property, and the Union Avenue commercial strip.**
- **RSA 79-E Community Revitalization Tax Relief Incentive** - This property tax relief program seeks to encourage investment in municipal centers and to rehabilitate under-utilized buildings within these areas. The application process is made to the City Council by property owners desiring to make improvements that meet 79-E guidelines as well as the public benefit test. In return, the City Council may provide tax relief at a pre-rehabilitation value for a finite period. **Incentivize rehabilitation in the greater downtown by establishing a Tax Relief Incentive program.**
- **Housing Redevelopment Overlay District (HROD)** – This existing district was created to promote the redevelopment of ‘affordable housing units’ in addition to encouraging investment in multi-family housing and improved living conditions in proximity to central businesses and services. This overlay may present challenges for implementation as several elements are dependent on City Assessor records as of July 17, 1995. In consultation with the Assistant Assessor, this documentation may be challenging if not impossible to re-create. **This District should be evaluated to determine if it serves the intended outcome and if there are other ways to achieve housing goals.**
- **Façade improvements Program** – Incentives for business owners to make improvements to their storefronts may be desirable in areas where rehabilitation is needed. The New Hampshire Community Development Finance Authority (CDFA) and Community Development Block Grant Program (CDBG) may provide sources of matching funds for such

programs. **Consideration should be given to developing a façade improvement program purpose statement, creation of a well-defined target area, emphasis on good design, and eligibility requirements.**

- **Parking** – A recommendation of the Transportation Chapter is to re-establish the parking committee that was once active in Laconia. Two committee goals for consideration are: 1) to conduct a comprehensive parking inventory; and 2) to bring economic development and business owners into the conversation towards an economically beneficial solution. The results of the committee's work may inform the development of parking performance standards. **Consider a local committee comprised of business owners, residents, and municipal officials to complete a comprehensive parking assessment to guide related zoning ordinance changes.**
- **Mixed Use Zoning** - Mixed-use is the development of a tract of land, building, or structure with a variety of complementary and integrated uses, such as, but not limited to, residential, office, manufacturing, retail, public, or entertainment, in a compact form. Mixed-use zoning specifically refers to the zoning regulations that permit a combination of different uses to occur within a single development or a variety of uses to occur within one zoning district. The Laconia Zoning Ordinance currently allows a variety of uses within established zones. However, mixed uses are not typically allowed on individual parcels. **Consider rezoning the Parade Road at Elm Street area to encourage mixed use. This area is currently zoned Rural Residential 1 and 2, and Residential Single Family. This change would provide opportunity for services in proximity of the state school property, reduce lot size and setback requirements, and encourage compact development.**
- **Tax Increment Finance (TIF)** – The concept of a TIF District is relatively simple. Property taxes within the district are split into two components: 1) existing tax revenue based on the assessed value of properties when a district is formed; and 2) property tax revenue based on the increased (incremental) property values resulting from capital improvements. The increased tax revenue is used to pay for the cost of the improvements; once paid, the incremental assessed value typically becomes part of the tax rolls. Existing Rural Residential zoning requires two-acre minimum lots, limiting compact development. Where compact development is desirable, zoning changes and the provision of municipal

water and sewer may be required. **Consider the creation of a Hilliard Road TIF District for the expansion of municipal water and sewer to promote economic development.**

- **Planned Unit Development** - Evaluate if current zoning supports the development of cluster businesses and growth industries. **Consider potential benefits of allowing Planned Unit Development such as the Woodmont Commons in Londonderry, NH.**
- **RSA 72:80-83 Commercial and Industrial Construction Exemption Statewide** – Enacted into law in 2017, House Bill 316 became effective August 28, 2017. This new statute allows any NH municipality to adopt, by vote, an exemption of municipal and school taxes to encourage commercial and industrial uses to build, rebuild, modernize, or enlarge. A tax exemption can be applied for up to 50 percent of the increase in assessed value resulting from construction of new structures, additions, renovations, or improvements to existing structures for up to ten years after the improvements are made. The City Council recently adopted this provision for industrial uses for five years. **Monitor the effectiveness of this tax exemption to promote industrial development and periodically review possible revisions or expansions.**
- **Commercial Resort District** – Redefine US3 and Weirs Boulevard zoning to encourage year-round mixed commercial/residential uses. **Consider re-zoning the Weirs based on past recommendations previously presented to the Planning Board by City Council, or other variation, including Performance Zoning initiatives.**
- **South Main Street Improvements** – South Main Street represents a gateway into Laconia. The NH106 corridor transitions unceremoniously from the largely undeveloped area around the bypass interchange to mixed residential by the intersection with NH107 to the urban center. Opportunities for re-development, enhanced business, and gateway improvements are desirable.
- **Rural Residential Zone** – Preservation of rural corridors may be achieved with lesser setbacks (125' compared to 400' current requirement) and vegetated buffers in currently deforested areas. Consider the addition of Rollercoaster, Pickerel Pond, and Hilliard Roads. **Re-evaluate 400' setback requirements from roadway.**

7. Further Recommendations

- Attention should be given to the Weirs Beach waterfront improvements and the Downtown Riverwalk expansion. Explore opportunities to provide additional access to waterbodies and recreational connectivity as illustrated in the 2007 report *Laconia, New Hampshire Three Neighborhoods, One Vision*. Restoration of Weirs Beach and reducing erosion issues at the beach are priorities.
- Review land use regulations and zoning ordinances for opportunities to enhance recreation and open space in proximity to residential and mixed residential neighborhoods. The connectivity to existing recreation and open spaces should be considered through performance standards when established.
- Review land use permitting processes to streamline and promote business development.
- Develop a Master Plan Implementation Chapter
 - a. Establish prioritization criteria for implementation actions
 - b. Update and reprioritize implementation chapter action items annually
- Consider a facilitated meeting with area land owners, developers, and realtors regarding re-zoning and potential for additional commercial and year-round residential development.
- Explore what opportunities exist for Community Cooperatives.
(<https://www.google.com/search?q=community+cooperatives&ie=utf-8&oe=utf-8>)