

## **Introduction**

This chapter is meant to be a working document for Town boards, committees and interested residents. These Goals, Objectives and Recommendations have been widely discussed at open meetings. The Master Plan Update Committee and interested residents have developed them from the text of each chapter and from their perception of the needs for the Town. Please read the text of each chapter to understand where the ideas originate. Each chapter is listed according to its chapter Roman Numeral. These lists have not been prioritized.

### **I. POPULATION**

Goals, Objectives, and Recommendations were not prepared.

### **II. HOUSING**

#### **Goals**

Maintain a quality housing stock to assure that persons of all incomes can afford to live in Holderness.

#### Objectives

- Promote affordable housing options
- Improve the condition of existing substandard housing.
- Provide for quality new development.

#### *Recommendations*

- Consider applying for future Community Development Block Grant Funds or similar funding sources in order to foster rehabilitation of substandard housing units occupied by low to moderate income persons. Programs operated by the New Hampshire Housing Finance Authority, Habitat for Humanity and other housing programs also provide opportunities for improving the condition of housing.
- Require occupancy permits for the completion of the building permit process.
- Investigate adoption of a town building code. The enactment of such a code would ensure that all new housing is soundly constructed, both as a means to guarantee that all units are safe from fire hazard as well as promoting construction which avoids the potential for future blight.
- Investigate allowing accessory apartments in the Zoning Ordinance.

### III. ECONOMIC BASE

#### **Goals**

Develop a diverse economic base to maintain a stable tax base.

Enhance tourism while preserving environmental quality.

#### Objectives

- Encourage and participate in the development of low impact recreational resources which will attract tourists and benefit local residents.
- Create as stable a tax rate as possible from year to year for everyone to prevent property taxes from becoming too burdensome.
- Encourage architectural continuity in the village area.
- Coordinate information and planning based on regional economic studies.
- Encourage the existence of home businesses as defined in the Town's ordinances.
- Explore with the regional business community ways to decrease the seasonal nature of the Town and create a consistent visitor flow year round in order to help businesses fully utilize their existing facilities.

#### *Recommendations*

- Work closely with the village business community to address issues such as sewage, parking and sidewalks, all of which are important to the long-range viability of businesses in that area.
- Participate in the development of low impact recreational activities. These could include swimming, small craft boating, skating, summer and winter fishing, picnicking, tennis, hunting, and the networking of trails for walking, hiking, cycling, snow shoeing, cross-country skiing, snowmobiling, and horseback riding.
- Assist the local business community in planning and executing a promotion program identifying Holderness as a center for these types of low impact recreational opportunities.
- Encourage and promote the recreational use of properties under current use.
- Enlist professional planning assistance to develop a village center that is visually pleasing and functional. Attention should be focused on developing a Town center

which could include a common and would offer a location for group activities to foster a sense of community.

- Clarify and simplify all regulations and ordinances so that they do not hinder the expansion of existing businesses or discourage the development of new businesses.
- Consider the creation of a Resort Commercial zone along Route 3/25 as described in the Land Use Chapter, which would permit commercial uses which are consistent with a resort community, such as retail and dining .

#### IV. TOWN DEPARTMENTS AND FACILITIES

##### **Goals**

Upgrade and bring into compliance community facilities where appropriate.

Create within Holderness recreational facilities and amenities which contribute to the quality of life desired by its residents and visitors.

##### Objectives

- Promote the development of safe and adequate working environments for Town personnel.
- Protect Town equipment, buildings, roads and other facilities through careful maintenance and storage.
- Encourage the regionalization of municipal services where appropriate.

##### *Recommendations*

###### A. TOWN ADMINISTRATION

- Bring the present facility into compliance with the Life Safety Code and the Americans with Disabilities Act.
- Continue to review all Town staff positions in order to develop job descriptions and salary ranges.
- Review the educational and experiential qualifications necessary for the Town Administrator position in light of the complexities of Town government today.
- Form a study committee to review our current Town government and explore alternate forms of government such as Town Manager.

###### B. HIGHWAY

- Find a permanent location for the highway sand.

- Construct a Town garage at a new site.
- Contribute annually toward implementing the Transportation Improvements Plan (TIP).

#### C. SOLID WASTE DISPOSAL

- Redesign the existing facility for more efficient storage.
- Continue to cooperate with neighboring towns on household hazardous waste days each year and continue educating the residents to increase awareness and participation.
- Expand the recycling program to include plastics, tin cans, etc.
- Find an alternate location for the transfer station that is a suitable size.
- Establish a stump dump.

#### D. MUNICIPAL SEWER SYSTEM

- Enforce the public health statutes as delineated in RSA 147 and the Zoning Ordinance to protect the health, welfare, and environmental concerns of the Town.
- Encourage a report to the Town by the Waste Water Treatment Study Committee.
- Support specialized but adequate septic systems such as neighborhood systems.

#### E. FIRE DEPARTMENT

- Build a new fire station to include adequate training space and garage space for the amount of equipment and fire fighters now involved with the Department. Sufficient land should be included to accommodate future expansion.
- Cooperate with the State Fire Marshall to enforce Life Safety Code 101.
- Consider the need for full time week day coverage.
- Recruit active call firefighters and EMT's.
- Plan for a heavy rescue vehicle and a forestry unit.
- Develop a program to handle hazardous materials and spills in conjunction with regional resources.
- Consider Zoning Ordinance regulations for fire fighting needs such as fire ponds and water access.

#### F. POLICE DEPARTMENT

- Establish sufficient space for Department needs including evidence storage space, (required by law), confidential interviewing office, and multipurpose room.
- Review personnel and coverage needs.
- Continue to cooperate with neighboring departments.

#### G. LIBRARY

- Continue to review the hours to reflect the needs of each season.
- Continue to develop a long range plan for the use of the facility and the expansion of the collection.
- Address the moisture problems in the basement main room.
- Work toward compliance with the Americans with Disabilities Act.

#### H. SCHOOLS

##### Holderness Central School:

- Address the deficiencies as outlined by the Holderness School Board.

##### Plymouth Regional High School:

- Address the deficiencies of the Plymouth Regional High School.

#### I. RECREATION

- Develop a town-wide multimodal trail system.
- Provide additional public access to the Town's lakes, ponds, rivers and forests.
- Cooperate regionally to meet recreational needs of the Squam Lakes area.
- Establish a central board to oversee all park and recreation resources and activities, including the Town Beach.
- Acquire additional properties to be used for playgrounds, ball courts, etc.
- Develop a long range plan to address deficiencies of the Town Beach.
- Find land for shoreline conservation purposes which would be compatible with low impact recreational use, such as picnicking, swimming, walking, etc.

## V. CONSERVATION AND PRESERVATION

### **Goals**

Preserve and protect the natural attributes of Holderness that contribute to the town's character.

Encourage and promote regional efforts which contribute to the protection of the Merrimack River Watershed.

### Objectives

- Foster protection of the lakes, ponds, rivers and forests.
- Encourage the protection of shoreline, hillside and ridge line natural vegetation.
- Work with the towns surrounding the Squam Lakes to implement the Squam Lakes Watershed Plan as prepared by the Office of State Planning in 1991, of particular concern for the preservation of wetlands, agricultural land, and forestry.
- Promote low impact, environmentally sensitive recreational opportunities.
- Preserve scenic views.
- Promote open space in major proposed developments and discourage hillside development.
- Encourage economic development in harmony with natural resources.

### *Recommendations*

- Charge the Conservation Commission with the responsibility of maintaining public lands and/or easements that are not specifically controlled by any other boards.
- Require the Conservation Commission to draw up guidelines and priorities for acquisition of easements and properties.
- Charge the Conservation Commission to work with the Planning Board to revise Town ordinances related to conservation efforts.
- Require the Conservation Commission to review/re-inventory 1981 designated wetlands and to update the Official Wetlands Inventory Report. Supply funds to do same.
- Find land for shoreline conservation purposes which would be compatible with low impact recreational use, such as picnicking, boating, swimming, walking, ice boating, etc. These activities are called for in Economic Base, Chapter III and Recreation, Section I of the Chapter IV.
- Continue annual contributions to the Conservation Fund.

- Facilitate the construction and maintenance of a network of Town-wide trails for low impact use such as walking, cycling, and cross-country skiing.
- Pursue government/private funding for any of the above recreational opportunities.

## VI. TRANSPORTATION

### **Goals**

Promote a transportation system which will allow for the efficient and safe movement of people, goods, and services through the community while minimizing traffic congestion.

### Objectives

- Promote Town participation with NHDOT and LRPC for highway and Town road improvement
- Encourage alternate forms of transportation in Holderness, emphasizing safe pedestrian and recreational vehicle corridors.
- Promote the creation of an alternative transportation systems such as bike paths.
- Encourage sensitivity to 'scattered and premature' road development.

### *Recommendations*

- Request the NHDOT and LRPC to improve the conditions of Routes 113 and 175. Both of these routes are minor collectors and carry a majority of the town's traffic. Some portions of these roads should be reconstructed rather than resurfaced.
- Require improvements to road shoulders when roads are reconstructed or resurfaced to provide appropriate and safe pedestrian and bicycling surfaces. Specific areas for curbed sidewalks or paved shoulders should include: from the Town Hall to Shepard Hill Road and all of Route 175A to Holderness School.
- Seek government and private funds for the design and development of an alternative system to link natural resources and attractions with services and facilities.
- The Planning Board should regularly update the Transportation Improvements Program (TIP). Updating of the TIP should be combined with the annual review of the Capital Improvements Program (CIP).
- Fund and implement the TIP and CIP.

- Continue to review the Town policy concerning private roads. The Town's first consideration is to Class V roads. This responsibility does not prevent alternate arrangements for private roads from being developed that are consistent with the requirements of RSA 231:59.
- Continue to designate names for all roads (including private) in the Town.
- Continue to enforce construction standards for private roads. It is important that the Town have clear standards for the acceptance of private roads.
- Require traffic impact statements for all major residential and non-residential developments. These statements should be prepared according to the criteria developed by the Planning Board. All completed statements should be reviewed by an independent consultant at the developer's expense.
- Review Town road mileage annually. Since the amount of Town road mileage affects state funding under the highway block grant program, it is in the Town's interest to insure that all roads are on the NHDOT list.
- Conduct a comprehensive review of zoning regulations that apply to commercial development along state roads. The scattered commercial development along state roads causes traffic problems. The guidelines used to grant special exceptions should be very detailed and stringent.
- Continue to promote subdivision plans that minimize the number of lot access points to existing collector or arterial roads. Such plans would reduce the number of intersection conflicts on the more heavily traveled roads. A similar approach should be used with commercial developments.
- Establish regular traffic studies for major and minor collectors. Such studies are necessary if roads are to be properly classified and maintained to the required standards. NHDOT and the LRPC should be informed on a current basis of serious road deficiencies such as poor pavement conditions, congestion areas, dangerous route junctions, and obstructive parking areas.

## VII. LAND USE

### **Goals**

Provide an overall growth scenario for the future of Holderness which will accommodate residential and non-residential development while reflecting the town's desire to retain its rural atmosphere.

Develop a low-impact recreation plan.

### Objectives

- Examine the possibility of requiring impact fees for developers using a sound methodology.

### *Recommendations*

With the completion of the Master Plan, the Planning Board should establish a committee for on-going land use regulation updates which should be undertaken at intervals of no more than three years. Included in this update should be a complete review of the present Zoning Ordinance. Representatives from the Board of Selectmen, Planning Board, ZBA, and interested members of the public should be appointed to this committee in order to ensure representation by a broad cross-section of residents. Topics for review and discussion by this group should include:

- Review and implement all applicable provisions of the model shoreland protection ordinance developed by the NH Office of State Planning and available for review at the LRPC;
- Examine the need for deeper commercial lots along state highways in an effort to avoid future strip development;
- Promote aesthetic continuity in the village through the implementation of architectural standards;
- Review the Master Plan's overlay mapping and future land use map in order to assess the need for changes in zoning district boundaries;
- Further investigate the proposal for a resort commercial zoning district along Route 3/25 as described in the future land use section.