

Plan Regionally. Grow Locally.



# COMMISSIONER --- HANDBOOK



Lakes Region Planning Commission

# LRPC

## Commissioner Handbook

Fiscal Year 2025  
July 1, 2024 – June 30, 2025

Available online: [Commissioner Handbook](#)  
To request a hardcopy, please call 279-5334 or email  
[execadmin@lakesrpc.nh.gov](mailto:execadmin@lakesrpc.nh.gov).

### FY25 Staff

Executive Director	Shanna B. Saunders
Finance Administrator	Carl Carder
Planning Manager	David Jeffers
Environmental Planner	Matthew Rose
Transportation Planner	Glenn Trefethen
Land Use Planner	Christine Marion
Grants Administrator	Tracey Secula
Administrative Assistant	Linda Waldron
Transportation Technician	Allen Constant

### Municipalities

Alexandria	Hill
Andover	Holderness
Ashland	Laconia
Barnstead	Meredith
Belmont	Moultonborough
Bridgewater	New Hampton
Bristol	Northfield
Center Harbor	Ossipee
Danbury	Plymouth
Effingham	Sanbornton
Franklin	Sandwich
Freedom	Tamworth
Gilford	Tilton
Gilmanton	Tuftonboro
Hebron	Wolfeboro

### Lakes Region Planning Commission

103 Main Street, Suite 3  
Meredith, New Hampshire 03253

603-279-8171 | 603-279-5334

[execadmin@lakesrpc.nh.gov](mailto:execadmin@lakesrpc.nh.gov) | [www.lakesrpc.nh.gov](http://www.lakesrpc.nh.gov)

Disclaimer: Any gender-specific language contained in this document should be construed to include any gender identification unless the context clearly suggests otherwise.

---

# Contents

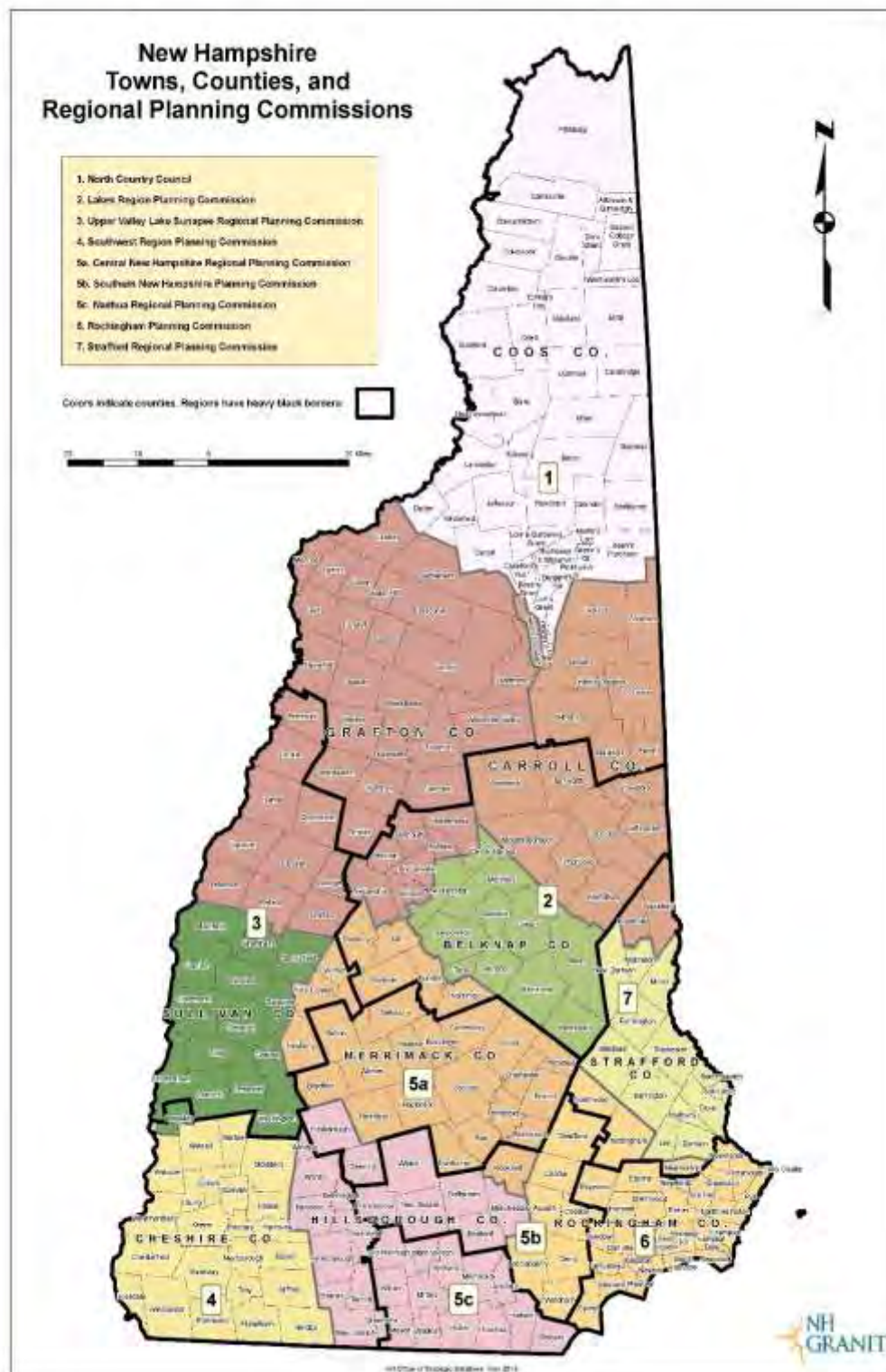
---

Map of NH Towns, Counties, and Regional Planning Commissions _____	3
Map of LRPC Sub-Areas _____	4
Mission and Vision Statements _____	5
What is LRPC? _____	6
Commission History Timeline _____	7
What We Do: Programs and Services _____	8
Organizational Structure _____	9
Your Job as a Commissioner _____	10
Appointment Procedure _____	11
Meetings and Quorum _____	12
Commissioners and Executive Board _____	13
Executive Board Directory _____	14
Commissioner Directory _____	15
Meeting Calendar _____	17
Representation on External Regional & State Committees _____	18
Staffing & Assignments _____	19
Transportation Technical Advisory Committee (TAC) _____	20
TAC Standing Rules and Procedures _____	22
Communication Procedures _____	26
Financial Procedures _____	28
Membership/Municipal Appropriations _____	30
Household Hazardous Waste Appropriations _____	31
Developments of Regional Impact (DRI) Guidelines _____	32
Regional Goals and Objectives _____	36
LIST OF APPENDICES _____	41
APPENDIX A _____	42
RSA 36, Regional Planning Commissions _____	42
APPENDIX B _____	50
ABC's of Regional Planning Commissions _____	50
APPENDIX C _____	63
Commission History _____	63

---

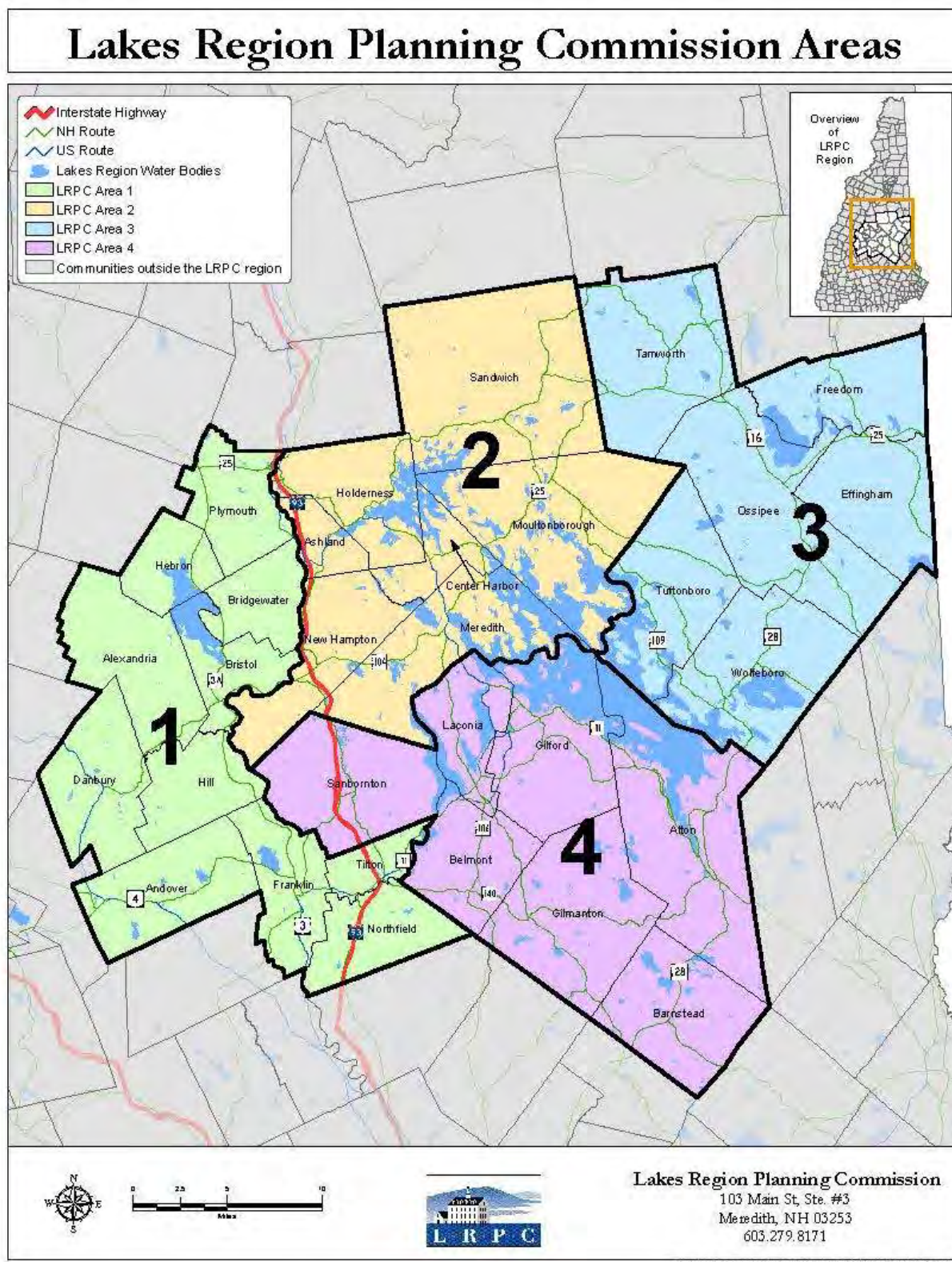
APPENDIX D	69
Federal Grants Management Policy	69
APPENDIX E	74
What Can Your RPC Do For You?	74
APPENDIX F	78
BY-LAWS	78
APPENDIX G	86
2015-2020 Transportation Plan Summary	86
APPENDIX H	87
Definition of Smart Growth	87
APPENDIX I	88
Natural Resources Report: Goals and Objectives	88
APPENDIX J	92
Commitment to Serve Policy	92
APPENDIX K	94
Conflict of Interest Policy	94
APPENDIX L	96
Social Media Policy	96
APPENDIX M	100
Glossary of Acronyms	100

# Map of NH Towns, Counties, and Regional Planning Commissions





# Map of LRPC Sub-Areas



---

# Mission and Vision Statements

## MISSION

The Lakes Region Planning Commission serves the communities of the Lakes Region. Our mission is to provide effective planning in order to achieve and sustain a quality environment, a dynamic economy, and local cultural values by supporting community efforts through leadership, education, technical assistance, information, advocacy, coordination, and responsive representation.

## VISION

The Lakes Region Planning Commission (LRPC) is recognized as the leader in providing a balanced approach to planning throughout the region. Interactions between the communities and the LRPC are effective in representing the region to the state and federal organizations.

Approved at the September 30, 2013 Commission Meeting

---

## What is LRPC?

**The Lakes Region Planning Commission (LRPC)** is a voluntary association of local governments dedicated to providing multiple services that enhance the overall quality of living and environment of the region. Authorized under NH RSA 36:45 (see NH RSA 36 at [Appendix A](#)), the LRPC's mission is to “prepare a coordinated plan for the development of the region.” In addition to LRPC's well-known role in comprehensive regional planning, the Commission also provides municipal technical services, and represents the region on a number of state initiatives. The Commission is responsive to the changing conditions and demands of its members and the general public. Per RSA 36:47, "a regional planning commission's powers are advisory, and shall generally pertain to the development of the region within its jurisdiction as a whole."

RSA 36:50 further states that "a regional planning commission may assist the planning board of any municipality within the delineated region to carry out any regional plan or plans developed by said commission". The Commission also aids city councils, boards of selectmen, conservation commissions, and local boards or groups. LRPC's mission is to provide a quality environment, to increase economic opportunity, and to encourage cultural development by supporting local efforts with education, technical assistance, information, advocacy, and responsive representation.

Throughout the United States, communities continue to be under pressure to find the most efficient and effective solutions for a multitude of challenges. Here in the Lakes Region, public concern for sustainable communities, open space, lake access, and a clean environment are interwoven with current demands for economic growth, desirable jobs, affordable housing, and efficient road and utility infrastructure, among others. Reliance on municipal budgets alone often makes individual solutions impractical. To meet these challenges, the LRPC exists to assist our area with improving and developing responsive and innovative efforts to address these issues.

The Lakes Region Planning Commission prepares an annual budget describing the activities the organization expects to carry out during the next twelve months. A draft budget is presented to the Executive Board for review, and the full Commission has final approval authority at the Commission's annual meeting held each year in June.

We invite you to inquire about our efforts and to become more knowledgeable about the many regional and local issues that LRPC addresses in this special part of New Hampshire.

**See also:** NH Municipal Association's ABC's of Regional Planning Commissions ([Appendix B](#)).



## Commission History Timeline

1968	Organization formed under the leadership of the City of Laconia on May 13, 1968.
1969	David Scott, Laconia City Planner, elected Chairman. RSA 36 first became effective August 26, 1969.
1970	State of NH Governor accredited RPCs. 12 towns appropriated funds: Alton, Barnstead, Belmont, Center Harbor, Gilford, Laconia, Meredith, Moultonborough, Sanbornton, Sandwich, Tilton, and Tuftonboro.
1971	First permanent office in Meredith set up on June 9, 1971. LRPC advertised for its first Executive Director and hires David Scott who serves from July 1971 to May 1977.
1978	Daniel Martin becomes the second Executive Director serving from August 1978 to August 1979.
1979	Roger Akeley is hired as the organization's third Executive Director serving from November 1979 to January 1984.
1985	Executive Director Kimon Koulet is onboarded April 10, 1985 to December 2013.
1996	25th Anniversary Celebrated, 1971-1996. See <a href="#">Appendix C</a> for the first 25 years of LRPC Commission History.
2014	Jeffrey Hayes holds the Executive Director position from January 14, 2014 to June 7, 2024.
2021	50 <sup>th</sup> Anniversary Celebrated, 1971-2021
2022	55 <sup>th</sup> Anniversary Kick-off Celebration, 1968 - 2023
2024	Shanna Saunders is welcomed on June 17, 2024 and serves as the sixth Executive Director.

# What We Do: Programs and Services

## INFORMATION, EDUCATION & GUIDANCE

- Organize special educational forums on pressing regional issues such as housing, site planning, lake and river protection, economic development opportunities, federal and state programs, and other topics.
- Maintain an extensive planning library including U.S. Census data, plans, funding sources, aerial maps, ordinances, and more.
- Prepare grant applications and provide guidance to secure state and federal funding. See [Appendix D](#) for Federal Grants Management Policy.
- Offer facilitation and consensus building on local and regional planning matters.

## LAND USE PLANNING

- Explain state or federal programs such as flood insurance and block grant assistance.
- Prepare and review zoning ordinances and subdivision and site plan review regulations.
- Prepare a coordinated Regional Plan for the development of the region.
- Prepare a Regional Housing Needs Assessment.
- Prepare and facilitate local Master Plans, Capital Improvement Programs, and other planning reports.
- Provide Circuit Rider Planning services.

## ECONOMIC DEVELOPMENT AND ANALYSIS

- Function as a federally designated Local Development District (LDD) to facilitate Northern Border Regional Commission (NBRC) investments in the Lakes Region.
- Organize and participate in partnerships with local economic development agencies.
- Perform analyses for communities interested in the consequences of proposed development projects.
- Maintain a Comprehensive Economic Development Strategy (CEDS) plan and prepare special investigative studies for the region.
- Write and administer economic development grants.

## TRANSPORTATION PLANNING

- Perform traffic counts and maintain an extensive database.
- Coordinate and approve the Lakes Region Transportation Plan.
- Help municipalities secure funding for transportation improvements through the Regional Transportation Program.
- Assist NHDOT with corridor studies, transportation enhancements, and Congestion Mitigation Air Quality (CMAQ) Program.
- Perform transportation studies for communities.

## ENVIRONMENTAL PLANNING

- Coordinate the Lakes Region Annual Household Hazardous Waste Collection.
- Assist local and regional groups with watershed management plans.
- Provide assistance to resolve water quality and other environmental problems.
- Prepare plans and regulations that help protect environmentally sensitive areas.
- Prepare Local Water Resource Management and Protection Plans.
- Assist municipalities with the National Flood Insurance Program.

## GEOGRAPHIC INFORMATION SYSTEM (GIS)

- Provide hands-on assistance establishing or improving local GIS capabilities.
- Respond to requests to create or display useful information from computerized databases.
- Prepare digital maps such as land use, wetlands, zoning, roads, and soils.

See also: What Can Your Regional Planning Commission Do For You? ([Appendix E](#)).

# Organizational Structure

## Member Town's Governing Bodies

Voluntary, dues-paying municipalities  
Selectboards and City Councils appoint commissioners + alternates



## LRPC Commissioners

Each member entitled to 2 representatives (3 for populations over 10,000) + 1 alternate  
4-year terms (Staggered terms of 2 & 4 years upon initial appointment and  
2, 3 & 4 years for members with 3 representatives.)



## Land Use Boards

Planning Board | Zoning Board | Conservation Commission | Historic Commission  
Nominate representatives + alternates to serve as commissioners



## Executive Board

Elected every 2 years by Commissioners  
12 positions, including 4 officers  
2 alternates  
(officers elected annually)



## Executive Director



## LRPC Staff

# Your Job as a Commissioner

## Just what is your role as a regional planning commissioner?

- To represent the interests of the community that appointed you at Commission meetings and carry back to your community the news of Commission activities.
- To keep yourself informed on town matters, and so the Commission can also keep you informed of its dealings with town officials.
- To explore new opportunities and best practices for your town to consider.
- To govern the Commission through decision-making and policy setting, with the staff carrying out your decision.
- To promote cooperation among municipalities for regional projects.

## What kinds of decisions do Commissioners make?

- You decide what the organization's policies will be in specific areas like natural resources, land use, historic preservation, water resources, housing, transportation, recreation, open space, and local technical assistance. The policies in turn govern the work effort.
- You decide on the nature and scope of the organization's annual work program through the budget approval process.
- You decide whether the organization participates in proposed new projects.
- You review staff-produced plans and reports on regional issues.
- You set policy for and determine organization's bylaws and related policies.
- You elect the Executive Board to oversee the organization's activities on a monthly basis.
- You participate on subcommittees as appointed by the Chairman.

## When do you participate?

At Commission meetings. Commission meetings are usually held on the fourth Monday of the month. There are typically six Commission Meetings per year. In addition, the Executive Board meets the second Wednesday of each month and is empowered to make decisions as outlined in the By-Laws ([Appendix F](#)).





# Appointment Procedure

## Commissioner Appointments

The Lakes Region Planning Commission consists of voluntary representatives nominated by the Planning Boards and appointed by the Selectboards/City Councils of each member municipality as governed under RSA 36:46-III (see NH RSA 36 at [Appendix A](#)). Member communities are each entitled to 2 representatives (3 for populations over 10,000) plus an alternate.

The Selectboard/City Council notifies LRPC of the appointment. The notification letter must include the following for each appointed commissioner: date of appointment, name, address, phone number, email address, and whether the newly appointed commissioner will serve a new term or fill the balance of a vacant, unexpired term. All appointed Commissioners are required to sign a Commitment to Serve document ([Appendix J](#)) and a Conflict of Interest document ([Appendix K](#)) at time of appointment. The Conflict of Interest document shall be updated annually. See By-Laws for information regarding duties and responsibilities ([Appendix F](#)) of Commissioners.

When a representative resigns, the Commission must be notified in writing.

### Alternates

Each member community may appoint an Alternate Commissioner who may act and vote as Commissioners in the absence of the Commissioners from their own municipality.

### Terms

Commissioners serve 4-year terms, but initial appointments are staggered terms of 2 and 4 years (2, 3 and 4 years for municipalities that are entitled to 3 or more representatives).

### Vacancies

Vacancies shall be filled for the **remainder of the unexpired term** in the same manner as original appointments.

### Resignations

When a representative resigns, the Commission must be notified, in writing.

## Executive Board Appointments

The Executive Board typically consists of 12 members who are also appointed Commissioners. The Executive Board is made up of 4 officers which include a Chairman, a Vice-Chairman, a Secretary, and a Treasurer as well as 4 Area Commissioners, up to 4 At Large Commissioners, and 2 alternates. The Area Commissioners shall each reside within and represent one of the four geographic areas in the LRPC region (see [Map of LRPC Sub-Areas](#)). The At Large Commissioners shall also reside within and represent one of the four geographic areas in the LRPC region to the greatest extent possible. Executive Board members are nominated by the Nominating Committee and are placed on a written ballot submitted to the Commission. The election of Executive Board members is conducted at the annual meeting every 2 years (biennially); however, the election of officers is conducted at the annual meeting every year (annually). See By-Laws for information regarding duties and responsibilities ([Appendix F](#)) of Executive Board members.

## TAC Appointments

The Transportation Technical Advisory Committee (TAC) is a standing committee of the Commission and is purely advisory. Each dues-paying member may appoint one representative to the TAC and are encouraged to designate an alternate. Appointing authority is the Board of Selectmen/City Council. TAC terms are for two years. (See [TAC Standing Rules and Procedures](#) for details.)

---

# Meetings and Quorum

## Meetings

### **Full Commission**

The Commission generally meets 6 times per year on the fourth Monday of the month, from 6:00–8:00 PM. All meetings are open to the public.

### **Executive Board**

The Executive Board generally meets monthly on the second Wednesday of the month at 9:00 AM, except during January/February and July/August unless needed.

### **Transportation Technical Advisory Committee (TAC)**

The Transportation Technical Advisory Committee (TAC) generally meets 5-8 times per year on the first Monday of the month from 2:00–4:00 PM. All meetings are open to the public.

## Quorum

### **Commission and Area Meetings**

Commissioners from 51% of the member municipalities, which have voting privileges, and which have appointed at least one Commissioner, shall constitute a quorum.

In circumstances when a quorum is not present and when Commission action is essential, the Chair may declare a quorum upon the unanimous approval of those Commissioners present.

### **Executive Board**

Seven (7) Executive Board Members constitute a quorum.

In circumstances when a quorum is not present and when Executive Board action is essential, the Chair may declare a quorum upon the unanimous approval of those Executive Board Members present.

### **TAC**

TAC members from 51% of the member municipalities that have voting privileges and have appointed a TAC representative shall constitute a quorum.

# Commissioners and Executive Board

## FY25 Commissioners

<b>Alexandria</b> George Tuthill, <i>Alt.</i>	<b>Freedom</b> Mark McConkey	<b>Northfield</b> Beth Keck
<b>Andover</b> Roland Carter Donna Crisp Duclos	<b>Gilford</b> John Ayer	<b>Ossipee</b> Phillip Villari
<b>Ashland</b> Mardean Badger	<b>Gilmanton</b> Vacant	<b>Plymouth</b> William Bolton John Christ Neil McIver, <i>Alt.</i>
<b>Barnstead</b> David Kerr	<b>Hebron</b> Ivan Quinchia	<b>Sanbornton</b> Ralph Carter
<b>Belmont</b> Roderick Cameron	<b>Hill</b> Vacant	<b>Sandwich</b> Maureen Westrick
<b>Bridgewater</b> Ken Weidman Judith Faran	<b>Holderness</b> Vacant	<b>Tamworth</b> Lianne Prentice Richard Doucette
<b>Bristol</b> Daniel “Buz” Kenney	<b>Laconia</b> Tyler Carmichael Richard MacNeill	<b>Tilton</b> Jane Alden Eric Adams Nathan Langione, <i>Alt.</i>
<b>Center Harbor</b> Mark Hildebrand	<b>Meredith</b> Stephanie Maltais Daniel Whitney	<b>Tuftonboro</b> Vacant
<b>Danbury</b> John Taylor Mark Zaccaria	<b>Moultonborough</b> Cristina Ashjian Celeste Burns	<b>Wolfeboro</b> Roger F. Murray, III
<b>Effingham</b> Vacant	<b>New Hampton</b> David E. Katz Andrew Anderson	
<b>Franklin</b> Chip Ach Jo Brown		

## FY25 Officers

**Chair**  
John Ayer

**Vice Chair**  
David Katz

**Secretary**  
Lianne Prentice

**Treasurer**  
David Kerr

## FY25 Executive Board

Chair	John Ayer
Vice Chair	David Katz
Secretary	Lianne Prentice
Treasurer	David Kerr
Area 1	Bill Bolton
Area 2	Mardean Badger
Area 3	Phillip Villari
Area 4	Tyler Carmichael
At Large	Jane Alden
At Large	Cristina Ashjian
At Large	Mark Hildebrand
At Large	John Christ
Alternate	Rod Cameron
Alternate	Stephanie Maltais

# Executive Board Directory

## FY25 Executive Board

Elected June 2024 for 2-Year Terms  
(officers are elected annually)

Position	Name	Municipality		Notes
Chair	John Ayer	Gilford		
Vice Chair	Dave Katz	New Hampton		
Secretary	Lianne Prentice	Tamworth		
Treasurer	David Kerr	Barnstead		
Area 1	Bill Bolton	Plymouth		
Area 2	Mardean Badger	Ashland		
Area 3	Phillip Villari	Ossipee		
Area 4	Tyler Carmichael	Laconia		
At Large	Jane Alden	Tilton		
At Large	Cristina Ashjian	Moultonborough		
At Large	Mark Hildebrand	Center Harbor		
At Large	John Christ	Plymouth		
Alternate	Rod Cameron	Belmont		
Alternate	Stephenie Maltais	Meredith		



# Commissioner Directory

Municipality	Commissioners	Term Expiration		Notes
Alexandria	TBD	05/02/2027		(balance remaining)
	George Tuthill, <i>Alternate</i>	05/02/2029		
Andover	Roland Carter	01/16/2027		
	Donna Crisp Duclos	07/09/2028		
Ashland	Mardean Badger	07/06/2025		
	TBD			
Barnstead	David Kerr	12/27/2028		
	TBD			
Belmont	Roderick Cameron	09/20/2027		
	TBD			
Bridgewater	Ken Weidman	02/10/2026		
	Judith Faran	11/09/2027		
Bristol	Daniel “Buz” Kenney	11/21/2027		
	TBD			
Center Harbor	Mark Hildebrand	05/10/2029		
	TBD			
Danbury	John Taylor	11/30/2026		
	Mark Zaccaria	11/30/2028		
Effingham	TBD			
	TBD			
Franklin	Chip Ach	11/06/2027		
	Jo Brown	11/06/2025		
	TBD, <i>Alternate</i>	11/06/2026		(balance remaining)
Freedom	TBD	06/01/2025		(balance remaining)
	Mark McConkey	06/01/2029		
Gilford	John Ayer	Perpetual		
	TBD			
Gilmanton	TBD			
	TBD			
Hebron	Ivan Quinchia	01/24/2029		
	TBD			
Hill	TBD			
	TBD			
Holderness	TBD	01/01/2027		(balance remaining)
	TBD			

Municipality	Commissioners	Term Expiration		Notes
Laconia	TBD	02/28/26		(balance remaining)
	Tyler Carmichael	06/30/2029		
	Richard MacNeill	10/26/2028		
Meredith	Stephanie Maltais	11/07/2026		
	Daniel Whitney	05/13/2028		
Moultonborough	Cristina Ashjian	01/21/2029		
	Celeste Burns	01/21/2027		
New Hampton	David Katz	10/07/2025		
	Andrew Anderson	03/09/2027		
Northfield	Beth Keck	02/19/2028		
	TBD	03/15/2026		(balance remaining)
Ossipee	Phillip Villari	12/17/2028		
	TBD			
Plymouth	Bill Bolton	03/28/2027		
	John Christ	03/28/2029		
	Neil McIver, <i>Alternate</i>	03/28/2027		
Sanbornton	Ralph Carter	12/07/2026		
	TBD			
Sandwich	TBD	09/26/2025		(balance remaining)
	Maureen Westrick	02/27/2028		
Tamworth	Richard Doucette	03/22/2026		
	Lianne Prentice	03/22/2028		
	TBD, <i>Alternate</i>	08/05/2027		(balance remaining)
Tilton	Jane Alden	11/03/2025		
	Eric Adams	11/09/2028		
	Nathan Langione, <i>Alternate</i>	05/03/2026		
Tuftonboro	TBD	05/01/2027		(balance remaining)
	TBD			
Wolfeboro	Roger F. Murray, III	05/08/2026		
		04/20/2028		(balance remaining)

# Meeting Calendar

## FY25 Meeting Calendar\*

July 1, 2024 – June 30, 2025

Lakes Region Planning Commission  
103 Main Street, Suite 3  
Meredith, NH 03253  
603-279-5334 | [www.lakesrpc.nh.gov](http://www.lakesrpc.nh.gov)



July – December 2024						
Executive Board	September 11, 2024	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm	FY24 Audit Presentation FY25 Calendar   FY25 Proposed Budget FY26 Municipal Membership & HHW Appropriations	
Commission	SEPTEMBER 23, 2024	MONDAY	6-8 PM	Booster Club Building Ashtand	FY25 Calendar   FY25 Budget Approval FY26 Municipal Membership & HHW Appropriations Brownfields Update (Matt Rose & Nobis Engineering)	
Executive Board	October 9, 2024	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm		
COMMISSION	OCTOBER 23, 2024 <i>(adjusted date – ANVICAPA conflict)</i>	WEDNESDAY	6-8 PM	Colonial Theater Laconia	NH Emergency Services & Communications – E911 Services in Your Community (Patrick Cavanaugh & Zachary Branscom)	
Executive Board	November 13, 2024	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm	TYP Priorities Review	
COMMISSION	NOVEMBER 25, 2024	MONDAY	6-8 PM	Town Hall Bridgewater	Stormwater Management & Culvert Assessments	
Executive Board	December 11, 2024	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm	CANCELLED	
January – June 2025						
Executive Board	March 12, 2025	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm	FY26 Budget Proposal TYP Priorities – Approval for Submission to DOT Establish Nominating & Awards Committees	
COMMISSION	MARCH 24, 2025 <i>(rescheduled to APRIL 7, 2025)</i>	MONDAY	6-8 PM	Moultonborough Public Library Moultonborough	NHDOT Funding Sources Glenn Trefethen, LRPC Transportation Planner	
Executive Board	April 9, 2025	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm		
COMMISSION	APRIL 28, 2025	MONDAY	6-8 PM	Gilford Public Library Gilford	Solid Waste Grant & HHW 2025 Updates Matthew Rose, LRPC Environmental Planner	
Executive Board	May 14, 2025	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm	Annual Audit Contract	
COMMISSION	May 19, 2025 <i>(adjusted date - holiday)</i>	MONDAY	6-8 PM	Abenaki Ski Lodge Wolfeboro	Housing Champions Program	
Executive Board	June 11, 2025	Wednesday	9 AM	LRPC, 1 <sup>st</sup> Fl Conf Rm		
ANNUAL MEETING	June 23, 2025	Monday	4:30-8 PM	Chase House Meredith	Commissioner Meeting • Dinner & Awards Guest Speaker: Pat Tarpey, Lake Winnepesaukee Alliance Topic: Safeguarding Winnepesaukee's Future	

FY25 MEETING CALENDAR

\*Dates, topics, and locations subject to change

## Representation on External Regional & State Committees

Organization	LRPC Represented By
Belknap Economic Development Council (BelknapEDC)	Shanna B. Saunders, Executive Director
Lakes Region Household Hazardous Product Facility (LRHHPF)	David Jeffers, Planning Manager
NH Association of Regional Planning Commissions (NHARPC)	Shanna B. Saunders, Executive Director David Kerr, Barnstead Commissioner
Regional Coordinating Councils (RCCs): NHDOT Community Transportation Region 1: Grafton-Coos RCC NHDOT Community Transportation Region 2: Carroll County RCC NHDOT Community Transportation Region 3: Mid-State RCC	Shanna B. Saunders, Executive Director David Jeffers, Planning Manager
Northern New England Chapter of the American Planning Association's New Hampshire Section - Executive Committee	Shanna B. Saunders, Executive Director



## Staffing & Assignments

Position	Name	Assignments	Contact
Executive Director	Shanna B. Saunders	Administration & Management Staff Leadership Program Development Public Relations Technical Assistance Economic Development	603-279-5337 <a href="mailto:s.saunders@lakesrpc.nh.gov">s.saunders@lakesrpc.nh.gov</a>
Finance Administrator	Carl Carder	Bookkeeping Finance Reports Payroll, Human Resources	603-279-5338 <a href="mailto:admin2@lakesrpc.nh.gov">admin2@lakesrpc.nh.gov</a>
Planning Manager	David Jeffers	Staff Leadership Hazard Mitigation Plans Master Plans Watershed Planning Technical Assistance Geographic Information Systems(GIS)	603-279-5341 <a href="mailto:djeffers@lakesrpc.nh.gov">djeffers@lakesrpc.nh.gov</a>
Environmental Planner	Matthew Rose	Solid Waste Management Household Hazardous Waste Brownfields	603-279-5336 <a href="mailto:mrose@lakesrpc.nh.gov">mrose@lakesrpc.nh.gov</a>
Transportation Planner	Glenn Trefethen	Transportation Planning Unified Planning Work Program (UPWP) TAC Administration Transit	603-279-5335 <a href="mailto:gtrefethen@lakesrpc.nh.gov">gtrefethen@lakesrpc.nh.gov</a>
Land Use Planner (PT)	Vacant	Technical Assistance Local Planning Circuit Riding Development of Regional Impact	603-279-5339
Regional Planner	Danielle Scadova-Vose	Technical Assistance Local Planning Circuit Riding Development of Regional Impact	603-316-6495 <a href="mailto:dscadova@lakesrpc.nh.gov">dscadova@lakesrpc.nh.gov</a>
CDBG & NBRC Grants Administrator	Tracey Secula	CDBG Grant Administration & Grant Writing NBRC LDD Administration	603-279-5340 <a href="mailto:tsecula@lakesrpc.nh.gov">tsecula@lakesrpc.nh.gov</a>
Executive Administrative Assistant	Linda Waldron	Administrative Support Website Maintenance Graphic Design	603-279-5334 <a href="mailto:execadmin@lakesrpc.nh.gov">execadmin@lakesrpc.nh.gov</a>
Transportation Technician	Allen Constant	Transportation Technician	

# Transportation Technical Advisory Committee (TAC)

The Transportation Technical Advisory Committee (TAC) provides advice to the LRPC concerning transportation issues and needs of the Lakes Region.

Meetings are held at least five times per year in various municipalities in the Lakes Region and are open to the public. Decisions of the LRPC related to transportation are based on technical expertise, community goals and objectives, and sound planning principles.

The TAC's responsibilities include, but are not necessarily limited to:

1. Render technical advice to the LRPC regarding transportation plans, programs, and projects in the form of written memoranda and presentations at LRPC meetings.
2. Review and comment on technical reports and studies related to transportation plans or programs prepared by the LRPC staff or consultants.
3. Maintain liaison between the LRPC and municipal and state officials and the general public regarding transportation planning.
4. Make recommendations regarding the utilization of the media to provide information which will keep citizens well informed of the transportation planning process.

The TAC consists of one voting member from each dues paying LRPC member community. Voting members and alternates are appointed for a two-year term by the Board of Selectmen/City Council of the represented town/city.

Each of the following may appoint a non-voting member:

1. Federal Highway Administration
2. Belknap County Legislative Delegation
3. Carroll County Legislative Delegation (Lakes Region Portion)
4. Grafton County Legislative Delegation (Lakes Region Portion)
5. Merrimack County Legislative Delegation (Lakes Region Portion)
6. Belknap/Merrimack Community Action Program
7. Tri-County Community Action Program
8. Lakes Region Community Services Council
9. NHDES, Air Resources Division
10. NHDOT, District Offices 2 and 3
11. Lakes Region Planning Commission
12. NHDOT, Planning & Community Assistance
13. NHDOT, Bureau of Public Transportation and Railroads
14. NHDOT, Division of Aeronautics
15. Laconia Airport Authority.

Additional non-voting members may be approved by the Committee.

## FY25 TAC Members

George Tuthill (Alexandria)  
 Charles Bozzello (Ashland)  
 David Kerr (Barnstead)  
 Roderick Cameron (Belmont)  
 Brian Jackes, *Alternate* (Belmont)  
 Daniel “Buz” Kenney (Bristol)  
 Jeff Haines (Center Harbor)  
 David Chunn (Franklin)  
 Justin Hanscom, *Alternate* (Franklin)  
 Scott Brooks (Freedom)  
 Meghan Theriault (Gilford)  
 Roger Weeks, *Alternate* (Gilford)  
 Travis Mitchell (Gilmanton)  
 Paul Hazelton (Hebron)  
 Richard James, *Alternate* (Hebron)  
 Nate Guerette (Laconia)  
 Tyler Carmichael, *Alternate* (Laconia)  
 Angela Labrecque (Meredith)  
 Dari Sassan (Moultonborough)  
 Chris Theriault, *Alternate* (Moultonborough)  
 Robert Pollock (New Hampton)  
 Phil Villari (Ossipee)  
 Joseph Perez (Plymouth)  
 Steve St. Pierre, *Alternate* (Plymouth)  
 Maureen Westrick (Sandwich)  
 John Gotjen (Tamworth)  
 Shane Dow, *Alternate* (Tilton)  
 Lloyd Wood (Tuftonboro)  
 Steve Randall (Wolfeboro)

## FY25 TAC Officers

**Chair** Lloyd Wood  
**Vice Chair** Dari Sassan

## FY25 Non-Voting TAC Members

Cindy Yanski  
 Belknap-Merrimack CAP  
 Glenn Cordelli  
 Carroll County Delegation  
 Don Moyer  
 Friends of the Northern Rail Trail  
 Jessica Wilcox  
 Jack Wade  
 NH DES, Air Resources Division  
 William Rose  
 Bill Watson  
 NH DOT  
 Bureau of Planning & Community Asst.  
 Lucy St. John  
 NH DOT, Policy & Planning Section  
 Chris Turgeon  
 Ross Wood  
 NH DOT, District 2  
 Samantha Fifield  
 Nancy Spaulding  
 NH DOT, District 3  
 Jan Collins  
 Beth Geever  
 Newfound Pathways

# TAC Standing Rules and Procedures

## Lakes Region Planning Commission Transportation Technical Advisory Committee

### STANDING RULES AND PROCEDURES

*Approved: October 12, 1994*

*Amended: September 25, 2006, March 2, 2022, February 8, 2023*

#### Article I. Name

The name of this Committee shall be the Lakes Region Planning Commission Transportation Technical Advisory Committee, hereinafter referred to as the TAC.

#### Article II. Authorization

The authorization for this Committee is set forth in Article 7.7, “Standing Rules” of the LRPC By-Laws ([Appendix F](#)).

#### Article III. Purpose

The TAC is established as a standing committee of the LRPC to provide the Commissioners advice concerning transportation issues. This Committee is purely advisory with no stated or implied responsibilities, or authority, for final approval or implementation of LRPC policies.

#### Article IV. Membership

- A. This Committee shall consist of one voting member or designee from each LRPC dues paying member community.

The appointing authority shall be the Board of Selectmen/City Council, or their designee. Appointing authorities are permitted and encouraged to designate an alternate for each voting representative, who may vote in the absence of the representative.

The appointment of each representative shall be for a period of two years. In the event a member of the TAC resigns, the LRPC shall notify the member’s appointing authority that the resignation has occurred and the need to make a new appointment. A new appointment will constitute a new 2-year term, not the filling of the balance of the resigned member’s term. The term of any member transitioning to an officer’s position will remain the same.

Members appointed by municipalities shall attend all regular meetings of the TAC. In the event a member misses three (3) consecutive regular meetings, the appointing authority shall be so notified in writing by LRPC’s Executive Board.



B. Each of the following may appoint a non-voting member:

1. Federal Highway Administration
2. Belknap County Legislative Delegation
3. Carroll County Legislative Delegation (Lakes Region portion)
4. Grafton County Legislative Delegation (Lakes Region portion)
5. Merrimack County Legislative Delegation (Lakes Region portion)
6. Belknap/Merrimack Community Action Program (CAP)
7. Carroll County Community Action Program (CAP)
8. Lakes Region Community Services Council
9. N.H. Department of Environmental Services, Air Resources Division
10. N.H. Department of Transportation, District Offices 2 and 3
11. Lakes Region Planning Commission
12. N.H. Department of Transportation, Bureau of Planning & Community Assistance
13. N.H. Department of Transportation, Division of Aeronautics, Rail and Transit
14. Laconia Airport Authority

Additional non-voting members may be approved by the Committee.

### **Article V. Officers**

The officers of this Committee shall include a Chairman and a Vice Chairman who shall come from the voting membership. The Chairman shall preside at all meetings of the Committee and shall have the duties normally conferred on such office. The Vice Chairman shall perform the duties of the Chairman in the absence of the Chairman. The LRPC staff shall serve as the committee secretary.

Election of officers shall take place at the first meeting of the Committee each fiscal year. Nominations shall be made from the floor and the candidate receiving a majority vote of those members of the Committee present and voting shall be declared elected and shall serve for one year, or until a successor shall take office. Vacancies in office shall be filled immediately by the regular election procedures.

### **Article VI. Meetings and Determinations**

The Committee shall meet at least five times per year. All meeting notices shall include an agenda which shall be sent to all voting and non-voting members at least fourteen days prior to the meetings. Meetings will be held in various municipalities in the Lakes Region and will be open to the public.

TAC members from 51% of the member municipalities that have voting privileges and have appointed a TAC representative shall constitute a quorum. Meetings will be conducted in accordance with RSA 91-A and normal parliamentary procedures. Formal recommendations from the TAC on any issue brought to a vote will include which voting members were in attendance for the vote, the actual vote count, and any major objections or dissenting opinions that the minority wishes to be forwarded.

The TAC shall allow one or more members to participate in a meeting by electronic means of communication for the benefit of the public and the TAC, subject to the provisions of RSA 91-A.

---

## Article VII. Subareas and Subcommittees

To facilitate participation and to accommodate the diverse transportation needs in the Lakes Region, the TAC will rely upon three subareas when the need to investigate specific corridors, routes or projects that occur entirely within a specific subarea is evident. Corridors, routes or projects that affect more than one subarea will be considered by the full TAC, though the TAC may establish a subcommittee from those communities within which such region-wide corridors, routes or projects occur. All subareas and subcommittees shall keep the TAC informed with progress reports at regular TAC Meetings. The TAC will review the final results of any subarea and/or subcommittee report before the full TAC forwards recommendations to the LRPC Commissioners. Membership to a subcommittee shall be appointed by the Chairman with the approval of those present and voting. Membership to a subarea shall be the municipal appointment to the TAC.

For the purpose of using subregions, subareas A, B, and C will be established.

**Subarea A** will include Hebron, Bridgewater, Bristol, Alexandria, Danbury, Andover, Hill, Franklin, Tilton, and Northfield.

**Subarea B** will include Alton, Barnstead, Gilmanton, Belmont, Gilford, Laconia, Sanbornton, Meredith, New Hampton, Center Harbor, Holderness, and Ashland.

**Subarea C** will include Sandwich, Tamworth, Ossipee, Freedom, Effingham, Wolfeboro, Moultonborough, and Tuftonboro.

## Article VIII. Order of Business

The order of business at regular meetings shall be:

1. Call to Order
2. Approval of Minutes
3. Items of Information
4. Subarea/Subcommittee Reports
5. Items of Business
6. Other Business
7. Adjournment.

The normal order of business may be changed at the discretion of the Chairman. A motion from the floor must be made and passed in order to dispense with any item on the agenda. No business not officially listed on the agenda can be acted upon.

## Article IX. Responsibilities

To ensure that decisions of the Lakes Region Planning Commission related to transportation are based on technical expertise, community goals and objectives, and sound planning principles, the TAC's responsibilities shall include, but not necessarily be limited to, the following:

1. Render technical advice to the LRPC regarding transportation plans, programs, and projects in the form of written memoranda and presentations at LRPC meetings.

2. Review and comment on technical reports and studies related to transportation plans or programs prepared by the LRPC staff or consultants.
3. Maintain liaison between the LRPC and municipal and state officials and the general public regarding transportation planning.
4. Make recommendations regarding the utilization of the media to provide information which will keep citizens well informed of the transportation planning process.

#### **Article X. Amendments**

These rules may be amended in accordance with Article 7.3 of the LRPC By-Laws ([Appendix F](#)) which requires a majority vote of the LRPC Commissioners at any regular meeting upon recommendations of the Executive Committee.

# Communication Procedures

September 24, 2012

## PURPOSE

Whereas it is deemed it prudent and advisable to clearly specify those individuals who have authority to make statements on behalf of the Lakes Region Planning Commission (“Commission”) which third parties can authoritatively rely upon, or which are intended to be legally binding upon the Commission. Therefore, these Communication Procedures are adopted to provide, in its entirety, as follows:

## GENERAL COMMUNICATION PROCEDURES

### DESIGNATED SPOKESMEN

1. The Chairman of the Executive Board, the Executive Director, or such other person or persons as may be designated by a majority vote of the Executive Board from time to time (all of which persons are collectively referred to as, “Designated Spokesmen”).
2. The Designated Spokesmen shall be the official spokesmen for the Commission and are authorized to communicate, on behalf of the Commission, any facts, positions, actions, policies, goals, and/or opinions to the public, to governmental bodies, to the news media, and/or to third parties.
3. All inquiries that are made either to the Commission, individual Commissioners, or the Commission’s staff and that seek either facts known to the Commission, its position concerning any matter (other than a printed copy of the text of the Commission’s existing official positions), or its opinion concerning any matter (including, without limitation, the application of its positions to specific facts) shall be referred to a Designated Spokesman. No such referrals shall be made to a Designated Spokesman, other than the Chairman of the Executive Board and/or the Executive Director, unless the Designated Spokesman is particularly authorized to be the Commission’s spokesman for the particular subject matter of the inquiry. Such Designated Spokesmen would not be authorized to speak for the Commission on matters outside their specific authorization.
4. This Communication Policy is not intended to prevent individual Commissioners from describing the Commission’s mission or published positions, actions, policies, goals, and/or opinions, and the Executive Board shall, from time to time, adopt written guidelines to assist individual Commissioners communicate such information.
5. Additionally, the Executive Director could designate various staff members as Designated Spokesmen for specific matters if it determined that was appropriate in the circumstances.

### COMMUNICATION GUIDELINES FOR COMMISSIONERS

1. The Commission desires individual Commissioners to act as “ambassadors” in the communities where those Commissioners reside. In that regard, the Commission wishes to encourage individual Commissioners to remind their respective communities of the Commission’s mission and its actions, positions, policies, goals, and/or opinions that are in written form and are matters of record.

- 
2. To that end, the Executive Board is authorized to promulgate written guidelines to assist individual Commissioners communicate such information without overstepping their authority expressing personal opinions that third parties might mistakenly, but in good faith, believe to be the Commission's opinions. Guidelines for Commissioners are as follows:
    - Don't stray from the facts. Have written copies of the Commission's positions, policies, goals, and/or opinions, and actions of record with you when you speak and limit your statements to what is said in those texts.
    - If you are speaking extemporaneously, don't be afraid to say, "I am not sure what the answer is, but I will find out for you." When you have the answer, send a written copy to the other party.
    - If you are asked to apply a goal, policy, etc. to specific facts or to hypothetical facts, you should decline. It is perfectly all right to say, "I can't answer that. I'll have to refer you to the Commission's Executive Director." Alternatively, you might say, "I am not authorized to speak for the Commission on that matter. My personal opinion is \_\_\_\_\_, but that is just my personal opinion. The Commission may have a different opinion on this matter or may have no position on this matter."

## SOCIAL MEDIA POLICY

The LRPC has adopted a Social Media Policy in an effort to provide guidelines related to utilization of social media sites (see [Appendix L](#) for details).

# Financial Procedures

*(Revised November 24, 1975)*

*(Revised September 28, 1987)*

*(Revised April 14, 1999)*

*(Revised September 10, 2008)*

*(Revised January 27, 2014)*

## A. GENERAL FINANCIAL PROCEDURES

1. A responsible Treasurer shall be selected and the Commission shall adopt a resolution authorizing the Treasurer to open any required checking or savings accounts, naming the bank or banks selected as the depository of funds. The resolution shall authorize such banks to honor the signature of the Treasurer of the Commission, the Chairman of the Commission, and the Vice-Chairman of the Commission and the Executive Director of the Commission.

The Commission shall appoint a Finance Committee, which may be members of the Executive Board.

2. The Treasurer, Chairman, Vice-Chairman and Executive Director and their agents shall be bonded for an amount of \$50,000.
3. An annual, certified examination and audit shall be required. Any contract with a C.P.A. shall be subject to review and approval by the Executive Board.
4. A monthly Treasurer's Report shall be submitted for acceptance by the Executive Board and upon acceptance, filed for audit.
5. The Executive Board shall establish all compensation to be paid to employees or consultants and formally approve all contractual agreements. Approved employee and work contracts shall be signed by the Chairman of the Commission and be included with the minutes of the Executive Board.
6. All disbursements paid by checks must contain the signatures of at least two of the following individuals: the Treasurer, Chairman, Vice-Chairman or Executive Director of the LRPC.

## B. ADOPTION OF STANDING RULES GOVERNING THE FINANCIAL FUNCTION

1. The Standing Rules include the general Financial Procedures as listed above.
2. The Treasurer, Chairman, Vice-Chairman and Executive Director are authorized to deposit all Commission funds and to disburse funds under the general supervision of the Executive Board.
3. The Treasurer, Chairman, Vice-Chairman and Executive Director are authorized to pay all Commission approved payroll including payroll taxes when due.



4. The Treasurer, Chairman, Vice-Chairman and Executive Director are authorized to disburse funds required for the continuing operation of the Commission. Such expenditures shall be in accordance with the approved budget and work program and shall be so certified by the Executive Director and the Treasurer.
5. The Treasurer is authorized to establish an office petty cash fund not to exceed \$300.00, such fund to be reimbursed by check when required. Reimbursement shall be on the basis of receipts for expenditures incurred.
6. During any prolonged absence of the Treasurer or a vacancy in such office, the Chairman shall assume the duties of the Treasurer until such time as the Commission shall, by special voted authorization, designate a member of the Executive Board to exercise the duties of the Treasurer. A resolution to such effect shall be submitted to the banking depositories.

#### **C. TREASURER'S BOOKKEEPING AND REPORTING DUTIES**

1. The Treasurer shall cause to be recorded individually all receipts payable to the Commission, classifying same as to the source of payment.
2. The Treasurer shall cause to be recorded individually all checks disbursed including a classification of same.
3. The Treasurer shall cause to be submitted a monthly report to the Commission consisting of, at a minimum, the total of funds on hand at the beginning of the month, and the balance of funds on hand at the end of the month. The report also shall include a statement concerning any funds receivable but not received together with any liabilities due but not paid.
4. Each month and at the end of the accounting year, the Treasurer shall cause a report to be submitted containing the cumulative receipts and disbursements of the Commission to date.

#### **D. CITY AND TOWN APPROPRIATIONS**

1. Section 6.1 of LRPC's By-Laws ([Appendix F](#)) states that the Commission shall determine on a reasonable and equitable basis in relation to the current State valuations and population of municipalities the amount to be paid by each member.
2. The Executive Board agrees that these conditions may be met as follows:
  - a. The base formula shall be recalibrated every time the US Decennial Census is completed, and the increase for that year shall be incorporated into the recalibration. In non-Census years, increases shall be equal percentages for all municipalities.
  - b. To keep up with the rate of inflation, the US Consumer Price Index (CPI) for all cities and towns shall be used annually to determine the amount of any increase over the previous year. The annual rate shall first be accepted by the Executive Board before being offered to the Commissioners for approval.

# Membership/Municipal Appropriations

<b>Lakes Region Planning Commission</b> <b>Municipal Appropriations</b> <b>7/1/2024 - 6/30/2025   Fiscal Year 25</b>					
Municipality	2020 Census	2021 Total Eq. Valuation (\$000's)	Comparison 2022 Total Eq. Valuation (\$000's)	Total Eq. % Change	FY25 Share
Alexandria	1,776	\$ 286,189	\$ 347,714	21.50%	\$ 1,713
Andover	2,406	\$ 362,290	\$ 464,104	28.10%	\$ 2,308
Ashland	1,938	\$ 376,092	\$ 443,133	17.83%	\$ 1,982
Barnstead	4,915	\$ 808,876	\$ 1,045,071	29.20%	\$ 4,888
Belmont	7,314	\$ 1,110,890	\$ 1,214,736	9.35%	\$ 6,670
Bridgewater	1,160	\$ 625,362	\$ 638,155	2.05%	\$ 1,848
Bristol	3,244	\$ 758,831	\$ 924,526	21.84%	\$ 3,642
Center Harbor	1,040	\$ 717,206	\$ 808,009	12.66%	\$ 2,075
Danbury	1,250	\$ 172,106	\$ 212,087	23.23%	\$ 1,148
Effingham	1,691	\$ 263,885	\$ 354,658	34.40%	\$ 1,673
Franklin	8,741	\$ 845,724	\$ 974,813	15.26%	\$ 7,125
Freedom	1,689	\$ 876,376	\$ 1,044,320	19.16%	\$ 2,895
Gilford	7,699	\$ 2,890,465	\$ 3,688,226	27.60%	\$ 11,294
Gilmanton	3,945	\$ 710,184	\$ 885,351	24.67%	\$ 4,006
Hebron	632	\$ 410,082	\$ 440,001	7.30%	\$ 1,171
Hill	1,017	\$ 120,498	\$ 152,227	26.33%	\$ 898
Holderness	2,004	\$ 1,061,558	\$ 1,300,923	22.55%	\$ 3,544
Laconia	16,871	\$ 3,242,400	\$ 4,077,786	25.76%	\$ 17,647
Meredith	6,662	\$ 3,283,198	\$ 4,168,232	26.96%	\$ 11,505
Moultonborough	4,918	\$ 4,642,282	\$ 5,926,656	27.67%	\$ 13,547
New Hampton	2,377	\$ 454,054	\$ 520,507	14.64%	\$ 2,391
Northfield	4,872	\$ 516,710	\$ 610,442	18.14%	\$ 4,090
Ossipee	4,372	\$ 1,042,496	\$ 1,321,173	26.73%	\$ 5,042
Plymouth	6,682	\$ 601,379	\$ 793,804	32.00%	\$ 5,533
Sanbornton	3,026	\$ 737,225	\$ 907,582	23.11%	\$ 3,478
Sandwich	1,466	\$ 588,686	\$ 732,798	24.48%	\$ 2,205
Tamworth	2,812	\$ 556,147	\$ 646,878	16.31%	\$ 2,883
Tilton	3,962	\$ 865,088	\$ 891,375	3.04%	\$ 4,027
Tuftonboro	2,467	\$ 1,680,675	\$ 2,045,803	21.73%	\$ 5,151
Wolfeboro	6,416	\$ 3,130,675	\$ 3,965,612	26.67%	\$ 10,994
<b>Total:</b>	<b>119,364</b>	<b>\$ 33,737,630</b>	<b>\$ 41,546,703</b>	<b>23.15%</b>	<b>\$ 147,373</b>
<b>Total Appropriations for Municipalities:</b>					<b>\$ 147,373</b>

*Note: Dues are derived by calculating each municipality's share of the region's overall population and equalized property valuation on the year of the decennial census. Population and equalized valuation are weighted equally by taking the average of the two shares for each municipality. Dues are then increased annually according to the US Bureau of Labor Statistics CPI Index.*



# Household Hazardous Waste Appropriations

## *Lakes Region Planning Commission* Household Hazardous Waste Appropriation FY25 (based on total housing units)

Municipality	2020 Census		FY25 Share (Disposal & Site Stipends)
	Total Housing Units	% Housing Units	
Alexandria	941	1.52%	\$ 2,189
Andover	1,132	1.83%	\$ 2,634
Belmont	3,614	5.84%	\$ 8,408
Bridgewater	948	1.53%	\$ 2,206
Bristol	2,495	4.03%	\$ 5,805
Center Harbor	771	1.25%	\$ 1,794
Effingham	970	1.57%	\$ 2,257
Franklin	4,046	6.54%	\$ 9,413
Freedom	2,062	3.33%	\$ 4,797
Gilford	5,175	8.36%	\$ 12,040
Gilmanton	2,152	3.48%	\$ 5,007
Hebron	604	0.98%	\$ 1,405
Hill	499	0.81%	\$ 1,161
Holderness	1,428	2.31%	\$ 3,322
Laconia	10,275	16.60%	\$ 23,905
Meredith	4,742	7.66%	\$ 11,032
Moultonborough	4,910	7.93%	\$ 11,423
New Hampton	1,175	1.90%	\$ 2,734
Northfield	2,006	3.24%	\$ 4,667
Ossipee	2,982	4.82%	\$ 6,938
Sanbornton	1,695	2.74%	\$ 3,943
Sandwich	1,073	1.73%	\$ 2,496
Tamworth	1,883	3.04%	\$ 4,381
Tilton	1,928	3.11%	\$ 4,485
Tuftsboro	2,390	3.86%	\$ 5,560
<b>HHW Total</b> (Fixed Price contract)	<b>61,896</b>		\$ 140,000
<b>Site Stipends</b> (Roll-off, etc.)			\$ 4,000
<b>TOTAL</b>	<b>61,896</b>	<b>100.0%</b>	<b>\$ 144,000</b>

Data source: Housing Unit figures from Census 2020.

Approved by Commission September 25, 2023.

# Developments of Regional Impact (DRI) Guidelines

Approved at the September 24, 2018 Commission Meeting

## Why Consider Regional Impacts?

In New Hampshire, local land use boards (Planning Board, Zoning Board of Adjustment, Historic District Commission) are charged with determining when a local development project may have the potential for creating regional impacts as outlined in NH RSA 36:54-58, Review of Developments of Regional Impact (DRI). (See NH RSA 36 at [Appendix A](#)). This statute establishes the framework to be followed by a municipality that is reviewing a development proposal with potential impacts beyond its municipal boundaries. As RSA 36:54-58 explains, a determination of regional impact affords abutting communities and the regional planning commission the status of abutter during land use board hearings. It is also an opportunity to broaden the scope of review, and in doing so, gain additional input and technical support in the review of large or complex development proposals.

The Lakes Region Planning Commission has developed this guidance document to aid our 30 member municipalities in evaluating whether or not a development should be determined to have regional impact. The document summarizes the statutory process that must be followed under New Hampshire state law and suggests a number of triggering factors that should be considered for making this determination.

The criteria suggested here are recommendations: they have no regulatory force. Municipalities should consider finding that projects have regional impact as a way of maximizing the thoroughness of municipal project review. In doing so, a community can gain insight from the professional planning staff of the regional planning agency as well as from land use board members and professional planners in abutting towns or cities. The LRPC has professional staff planners with training in the fields of transportation, municipal land use, and natural resource management. This process should be helpful to a host municipality's local review and not a hindrance to it. Neither the LRPC nor the neighboring municipalities have any authority under the regional impact statute to interfere with the decision-making power held by the land use board of the host town or city.

## Purpose of Regional Impact Statutes

The New Hampshire legislature cited three reasons for enacting the DRI statutes:

1. It wanted municipalities that are potentially affected by a proposed development in a neighboring town or city to receive timely notice of the land use board's meetings and public hearings involving the proposed development.
2. It wanted the RPCs and the potentially affected neighboring municipalities to furnish "timely input" to the municipal land use boards with jurisdiction over the proposed development.
3. It wanted to "encourage" the land use boards with jurisdiction over the development proposal "to consider the interests of other potentially affected municipalities." In other words, the legislature wanted towns and cities to think regionally when land use development has impacts beyond their own municipal borders. When a proposal is determined to have the potential for regional impact, the result is that the neighboring municipality (or municipalities) and the RPC have the status of abutters during the board's consideration of the project. In this case, abutter status is limited to a right to receive notice of the board's meetings and public hearings and a right to give testimony.

According to NH RSA 36:54, the purpose of the regional impact statute is to:

- I. Provide timely notice to potentially affected municipalities concerning proposed developments which are likely to have impacts beyond the boundaries of a single municipality.
- II. Provide opportunities for the regional planning commission and the potentially affected municipalities to furnish timely input to the municipality having jurisdiction.
- III. Encourage the municipality having jurisdiction to consider the interests of other potentially affected municipalities.

### Regional Impact Process

The process for a local land use board to follow when making a regional impact determination involves three steps:

- At the earliest point possible after a local land use board has received an application or proposal for review, the board should determine if the project has the potential to create impacts beyond the municipality's boundaries. **If such impacts are reasonably expected, the statute directs that a local land use board shall formally determine the project to be one of regional significance.** Note that the statute directs that if the land use board isn't sure whether or not the development will have regional impact, doubt shall be resolved with a determination that it does have regional impact. This vote should name the municipalities that are believed to be potentially affected by the proposal.
- Not more than five (5) business days after a local land use board makes this determination the affected municipalities and the appropriate regional planning commission shall, by certified mail, be made aware of this decision. At this same time the local land use board shall send to each affected municipality and the regional planning commission a copy of the minutes of the meeting at which the determination was made as well as one copy of the initial development plan set (the cost of which shall be borne by the applicant).
- All affected municipalities and the regional planning commission shall be notified by certified mail at least 14 days prior to the public hearing for which public comment will be taken that they are afforded the right to testify as an abutter to the subject development proposal.

### Local Land Use Boards

The regional impact statutes apply to all local land use boards, defined in RSA 672:7, not just to the planning board. Local land use boards in the context of RSA 36:54-58 include planning board, zoning board of adjustment, historic district commission, building code board of appeals or building inspectors.

### The Role of The Building Inspector

By definition, the Building Inspector is considered a local land use board for the purposes of the DRI determination. When the Building Inspector determines that a use or structure proposed in a building permit application has the potential for regional impact **and no other local land use board has previously made such a determination**, the Building Inspector shall notify the governing body (Board of Selectmen, City Council). The Building Inspector must also notify the RPC and affected municipalities by certified mail. The RPC and the affected municipalities must be given 30 days to submit comments to the governing body and the Building Inspector prior to the issuance of the building permit.

### Determining the Potential for Regional Impact

A local land use board determines the potential for regional impact. (RSA 36:56)

According to RSA 36:55, development of regional impact means any proposal before a local land use board which in the determination of such local land use board could reasonably be expected to impact on a neighboring municipality, because of factors such as, but not limited to, the following:

- I. Relative size or number of dwelling units as compared with existing stock.
- II. Proximity to the borders of a neighboring community.
- III. Transportation networks.
- IV. Anticipated emissions such as light, noise, smoke, odors, or particles.
- V. Proximity to aquifers or surface waters which transcend municipal boundaries.
- VI. Shared facilities such as schools and solid waste disposal facilities.

### Rules of Procedure and Checklist

The Lakes Region Planning Commission recommends including consideration of Developments of Regional Impact in each land use board's Rules of Procedure to help ensure that the potential for regional impact is reviewed with each application received by the board. Rules of Procedure can be amended by each land use board by following the process outlined in RSA 676:1.

LRPC also recommends that each land use board utilize a checklist to assist the board in making determinations about developments of regional impact. A suggested checklist is provided below:

### Checklist for Determining Developments of Regional Impact

*Statutory Authority: Refer to RSA 36:54-58 ([Appendix A](#))*

*Findings of **YES** on **one or more** of the items below indicates the need for a local land use board to determine that the development proposal results in possible regional impacts.*

1. **School Impacts:** Will the development create significant new student population affecting a regional school district? Yes \_\_\_\_ No \_\_\_\_
2. **Traffic Generation:** Will the development cause an increase in traffic that will diminish the capacity or safety of the road system in the adjacent municipality or potentially affect regional traffic patterns? Yes \_\_\_\_ No \_\_\_\_
3. **Building Size:** Will proposed buildings or number of dwelling units impact neighborhoods or areas in a neighboring municipality? Yes \_\_\_\_ No \_\_\_\_
4. **Visual Impacts:** Will the development create visual impacts to neighboring municipalities such as light pollution or glare, visibility of structures, adverse impacts on scenic vistas? Yes \_\_\_\_ No \_\_\_\_
5. **Pollution:** Does the development propose the operation of a facility or business that would generate excessive air pollution, wastewater discharge, noise, or hazardous waste transport? Yes \_\_\_\_ No \_\_\_\_
6. **Surface or Groundwater Impacts:** Will the development occur on or adjacent to known aquifers or surface waters that transcend municipal boundaries? Yes \_\_\_\_ No \_\_\_\_

Will the development require a major impact wetland permit from NH DES? Yes \_\_\_\_ No \_\_\_\_

Does the project involve permitting for a large groundwater withdrawal? Yes \_\_\_\_ No \_\_\_\_



---

Will the development cause negative impacts to another municipality's municipal water supply?

Yes \_\_\_\_ No \_\_\_\_

7. **Conservation Lands:** Does the development abut existing conservation lands or existing farmland such that coordination between municipalities could lead to the creation or preservation of greenways, wildlife habitat areas or prevent fragmentation of forests, farms, or other conservation lands?

Yes \_\_\_\_ No \_\_\_\_

8. **Economic Impacts:** Does the development propose the creation of business or industry that would significantly impact regional economic development? Yes \_\_\_\_ No \_\_\_\_

9. **Emergency Response:** Does the proposal create a significant increased demand for emergency services response (including mutual aid) from neighboring municipalities? Yes \_\_\_\_ No \_\_\_\_

10. **Historic or Cultural Resources:** Will the proposed development have negative impacts on historic or cultural resources that may have significance regionally? Yes \_\_\_\_ No \_\_\_\_

11. **Other:** Does the development create other regional impacts not listed above? Yes \_\_\_\_ No \_\_\_\_

Describe:

---

---

---

---

---

# Regional Goals and Objectives

September 25, 2006

Revisions to LRPC's Regional Goals and Objectives were approved by the LRPC commissions on September 25, 2006. These revisions updated goals developed in 1977 and 1987.

Thoughtful comments came from planning board and conservation commission members, regional planning commissioners, and interested citizens who attended the public meetings held in Danbury, Gilmanton, Moultonborough, and Wolfeboro in 2006.

The Lakes Region has the potential to accommodate considerable growth. Each town, however, has the ability to influence land use decisions within its boundaries. Local planning policies need not be made in isolation from regional goals.

LRPC's Regional Goals and Objectives can serve as the basis for collaboration. If all municipalities were to take steps to balance growth with conservation, the Lakes Region could be assured of maintaining the rural features which contribute to its high quality of life.

**Vision:** Provide a quality environment, increase economic opportunity, and encourage cultural development by supporting local efforts through leadership, education, technical assistance, information, advocacy, coordination, and responsive representation.

## Land Use

---

**Goal:** *Promote and support future land use patterns that eliminate sprawl, permit the retention of significant areas of open space, and minimize the need for additional public facilities and services by effectively using those that already exist.*

**Objectives:**

- Establish and maintain a land use inventory for the region.
- Gather community input and develop goals for how the region would like to develop and help communities implement those goals.
- Identify areas that would be ideal for preservation, especially those areas under the most pressure to develop and those in the greatest danger of losing their unique character.
- Educate the public on the merits of smart growth initiatives and master planning.
- Help communities to use zoning and other land use tools to direct development toward existing community centers and neighborhoods.
- Encourage communities to update the land use section in their local master plan on a regular basis.

## Transportation

---

**Goal:** *Promote and support an adequate multi-modal transportation network while minimizing adverse impacts on the socio-economic, cultural, and physical environment.*

**Objectives:**

- Improve local awareness, understanding, and participation in transportation issues through public involvement within and between communities, the Region, the State, the federal government, and related organizations.
- Promote the integration of state and local transportation planning efforts in the regional transportation planning process.

- Promote transportation planning and policy that protects, conserves, and/or enhances other land uses and environmental, historic, and cultural resources in the Lakes Region and its communities.
- Support a transportation strategy that maximizes and conserves the existing transportation network.
- Actively support and promote Transportation Demand Management (TDM) strategies that reduce the amount of highway vehicle trips.
- Encourage a continuous process of upgrading the infrastructure of the Lakes Region transportation system through a locally driven public process that prioritizes projects by need.
- Promote the use of technology as a tool for storing, managing, and communicating transportation planning information.
- Encourage public access to transportation for the disadvantaged.
- Identify funding opportunities that enable communities to maintain, preserve, and enhance their transportation system.
- Encourage communities to include transportation in their local master plan.

A summary of the 2015-2020 Lakes Region Plan supporting transportation planning can be found at [Appendix G](#).

The [Transportation](#) chapter of the 2015-2020 Regional Plan can be found on our website under the Program Areas tab in the Transportation section under the heading of Plan Implementation.

The full [Lakes Region Plan](#) can be found on our website under the Program Areas tab in the Regional Plans section.

## Public Facilities

---

**Goal:** *Plan public facilities that support smart growth.* (see [Appendix H](#) for definition)

**Objectives:**

- Use the provision of public facilities both as a means of directing growth to desired areas and to solve existing problems.
- Provide educational opportunities about the economic and social benefits of applying smart growth principles.
- Coordinate with local groups working to promote downtown development and community centers.
- Identify funding opportunities that enable communities to design and construct needed public facilities.
- Encourage communities to include public facilities in their local master plan.

## Housing

---

**Goal:** *Promote affordable, safe, and sanitary housing in a suitable living environment for all of the region's residents.*

**Objectives:**

- Support state and local efforts that increase and diversify the supply and affordability of housing for all income levels.
- Facilitate region-wide discussions on developing workforce and affordable housing.
- Identify funding opportunities that enable communities to promote affordable housing.
- Encourage communities to include housing in their local master plan.

## Economic Development

---

**Goal:** *Promote development of a balanced and diverse regional economy that wisely uses the region's natural, man-made, and human resources while respecting the limitations of the environment.*

**Objectives:**

- Encourage a diversity of employment opportunities within the region.
- Encourage growth in and expansion of educational opportunities for all ages and levels of income.
- Strengthen the role of traditional concentrations of local retail and service activities in the region.
- Encourage the prudent use of renewable energy resources.
- Facilitate economic opportunities that help create an identity for the Lakes Region as a place that provides quality environments, products, and services.
- Evaluate the influence of regional concentrations of retail and service activities on the local economy.
- Collaborate with area economic development organizations and groups to provide services that help the region maintain and attract quality employment opportunities consistent with the region's desire for a sustainable economy.
- Encourage communities to include economic development sections in their local master plan.

## Natural Resources

---

**Goal:** *A balanced and diverse economy that wisely uses the region's natural, man-made, and human resources, while respecting the limitations of the environment.*

**Objectives:**

- Protect, preserve, and enhance the traditional rural character, spectacular vistas, and the historical, man-made, and natural resources of the region.
- Protect and improve the quality of lakes and rivers within the Lakes Region by promoting management practices that represent the most economical and effective way to protect water quality.
- Maintain the overall function and value of the region's wetlands.
- Maintain and protect the quantity and quality of the Region's ground water resources.
- Identify soil types in the Lakes Region and their best uses.
- Preserve and protect agricultural lands for food production, education, open space, and recreation.
- Facilitate management practices to ensure high quality forests that heighten the aesthetic character, economy, and biodiversity of the region.
- Maintain and enhance open space, conservation, and public lands.
- Maintain and enhance the quantity and quality of unfragmented lands.
- Maintain and enhance natural habitat for rare, threatened, endangered, and diminishing species.
- Identify funding opportunities that enable communities to access and preserve natural resources.
- Encourage communities to include natural resources in their local master plan.

Detailed goals and objectives from the Natural Resources Report are found in [Appendix I](#).

## Natural and Manmade Hazards

---

**Goal:** *To improve the protection of the general population and infrastructure in the region from natural and man-made hazards.*

**Objectives:**

- Encourage communities to prepare hazard mitigation plans and emergency management plans.
- Continue to work closely with the New Hampshire Bureau of Emergency Management to leverage expertise and funding that aid local hazard mitigation plans.

- Identify and share state and federal funding opportunities that assist community implementation of known hazard mitigation projects.

## Recreation

---

**Goal:** *Protect, preserve, and enhance the physical and natural resources of the region by providing for an increase in the quantity and quality of open spaces and the number, type, and variety of recreational facilities while respecting both sensitive and wildlife habitats.*

### Objectives

- Support local interest in outdoor activities by providing and promoting continued access to recreational areas.
- Assist in the monitoring and the maintenance of water quality to ensure that tourism and recreational activities related to water are safe and offer beautiful views.
- Promote the need for and value of a variety of recreational facilities in local communities.
- Promote and enhance the region's existing commercial recreation activities and encourage effective promotion of the region as a year-round recreation spot, while respecting sensitive and wildlife habitats.
- Identify funding opportunities that enable communities to create, maintain, and preserve recreational amenities.
- Encourage communities to include recreation in their local master plan.

## Utility and Public Service

---

**Goal:** *Encourage the regional development of adequate and efficient public utility services such as water, sewer, telecommunications, solid waste, recycling, and power in a safe and environmentally responsible manner.*

### Objectives:

- Encourage drinking water protection for towns that currently rely on surface water that is threatened by potential pollution.
- Support basic public services and utilities in areas identified as desired commercial development areas.
- Continue to explore the regionalization of solid waste management, including but not limited to recycling centers, transfer stations, and landfills.
- Support the Household Hazardous Waste program, encouraging the proper disposal of hazardous household waste along with public education on reducing the amount of hazardous waste in our homes and region.
- Support the appropriate expansion of alternative energy sources in the Lakes Region.
- Encourage new development on existing sewer lines, and assist communities with revising their ordinances and regulations to require regular septic system maintenance and inspections.
- Assist communities in addressing the issue of universal broadband access.
- Encourage the use of alternative wastewater disposal system technologies where the costs of traditional wastewater plants are prohibitive.
- Identify funding opportunities that enable communities to update or expand their public utilities.
- Encourage communities to include utility and public service in their local master plan.

## Regional Concerns

---

**Goal:** *Advance efforts in intermunicipal and interregional cooperation that preserve, protect, and improve the quality of the human and natural environment.*

**Objectives:**

- Assist communities with coordinating problem identification, analysis, planning, publicity, and implementing tasks, which serve to advance policies, both within and among communities.
- Enhance regional communication through a regular process of bringing the public together with local and state officials.
- Identify specific areas of the Lakes Region with potentially unique concerns, such as air, light pollution, view, brownfields, etc., and identify policies and actions that may reasonably be undertaken to assist in addressing those issues.
- Identify funding opportunities that enable regional concerns to be addressed.
- Encourage communities to include regional concerns in their local master plan.

## Cultural and Historic Resources

---

**Goal:** *Identify and conserve, to the extent feasible, the best elements of the Lakes Region's cultural heritage, its local economic vitality, architectural character, land use patterns, and the unique elements of its towns' identities.*

**Objectives**

- Identify funding opportunities that enable communities to access and preserve historic and cultural amenities.
- Encourage communities to include historic and cultural resources in their local master plan.



# LIST OF APPENDICES

Appendix A:	<a href="#"><u>RSA 36, Regional Planning Commissions</u></a>
Appendix B:	<a href="#"><u>ABC's of Regional Planning Commissions</u></a>
Appendix C:	<a href="#"><u>Commission History</u></a>
Appendix D:	<a href="#"><u>Federal Grants Management Policy</u></a>
Appendix E:	<a href="#"><u>What Can Your Regional Planning Commission Do For You?</u></a>
Appendix F:	<a href="#"><u>By-Laws</u></a>
Appendix G:	<a href="#"><u>2015-2020 Transportation Plan Summary</u></a>
Appendix H:	<a href="#"><u>Definition of Smart Growth</u></a>
Appendix I:	<a href="#"><u>Natural Resources Report: Goals and Objectives</u></a>
Appendix J:	<a href="#"><u>Commitment to Serve Policy</u></a>
Appendix K:	<a href="#"><u>Conflict of Interest Policy</u></a>
Appendix L:	<a href="#"><u>Social Media Policy</u></a>
Appendix M:	<a href="#"><u>Glossary of Acronyms</u></a>

# APPENDIX A

## RSA 36, Regional Planning Commissions

*As amended through July 2021*

### NEW HAMPSHIRE STATUTES

#### TITLE III

#### TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES

#### CHAPTER 36

#### REGIONAL PLANNING COMMISSIONS

##### Section 36:1

**36:1 Definitions.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Municipal Planning Boards

##### Section 36:2 to 36:12

**36:2 to 36:12 Repealed.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Master Plan of the Municipality

##### Section 36:13 to 36:15

**36:13 to 36:15 Repealed.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Official Map of the Municipality

##### Section 36:16 to 36:18

**36:16 to 36:18 Repealed.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Regulation of Subdivision of Land

##### Section 36:19 to 36:29

**36:19 to 36:29 Repealed.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Regulation of Buildings Within Bed of Mapped Streets

##### Section 36:30

**36:30 Refusal of Permit.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Appeals and Court Review

##### Section 36:31 to 36:34

**36:31 to 36:34 Repealed.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Miscellaneous Provisions

##### Section 36:35 to 35:36

**36:35, 36:36 Repealed.** – [Repealed 1983, 447:5, IV, eff. Jan. 1, 1984.]

##### Section 36:37 to 36:44

**36:37 to 36:44 Repealed.** – [Repealed 1969, 324:2, eff. Aug. 29, 1969.]

---

## Regional Planning Commissions

### Section 36:45

**36:45 Purposes.** – The purpose of this subdivision shall be to enable municipalities and counties to join in the formation of regional planning commissions whose duty it shall be to prepare a coordinated plan for the development of a region, taking into account

- present and future needs with a view toward encouraging the most appropriate use of land, such as for agriculture, forestry, industry, commerce, and housing,
- the facilitation of transportation and communication,
- the proper and economic location of public utilities and services,
- the development of adequate recreational areas,
- the promotion of good civic design, and
- the wise and efficient expenditure of public funds.

The aforesaid plan shall be made in order to promote the health, safety, morals and general welfare of the region and its inhabitants. To promote these purposes the office of planning and development shall delineate planning regions for the state so that each municipality of the state will fall within a delineated region and shall have the opportunity of forming or joining the regional planning commission for that planning region. In determining these regions the office shall consider such factors as

- community of interest and homogeneity,
- existing metropolitan and regional planning agencies,
- patterns of communication and transportation,
- geographic features and natural boundaries,
- extent of urban development,
- relevancy of the region for provision of governmental services and functions and its use for administering state and federal programs,
- the existence of physical, social and economic problems of a regional character, and
- other related characteristics.

To accommodate changing conditions, the office may adjust the boundaries of the planning regions, after consultation with the respective regional planning commissions.

**Source.** 1969, 324:1, eff. Aug. 29, 1969. 2000, 200:2, eff. July 29, 2000. 2003, 319:9, eff. July 1, 2003. 2004, 257:44, eff. July 1, 2004. 2017, 156:64, eff. July 1, 2017. 2021, 91:198, eff. July 1, 2021.

### Section 36:46

**36:46 Formation of Regional Planning Commissions.** –

- I. If no regional planning commission exists in any specific planning region as delineated by the office of planning and development, then 2 or more municipalities in said planning region and having planning boards may, by ordinance or resolution adopted by the respective legislative bodies of said municipalities, form a regional planning commission.
- II. If a regional planning commission already exists in any specific planning region as delineated by the office of planning and development, then any municipality in said planning region and having a planning board may, by ordinance or resolution adopted by the respective legislative body of said municipality, become a member of the regional planning commission. A regional planning commission may also include municipalities located in an adjacent state.
- III. Each municipality which shall become a member of a regional planning commission shall be entitled to 2 representatives on said commission. A municipality with a population of over 10,000 but less than 25,000 shall be entitled to have 3 representatives on said commission and a

municipality with a population of over 25,000 shall be entitled to have 4 representatives on said commission. Population as set forth in this section shall be deemed to be determined by the last federal census.

Representatives to a regional planning commission shall be nominated by the planning board of each municipality from the residents thereof and shall be appointed by the municipal officers of each municipality. Representatives may be elected or appointed officials of the municipality or county. In any county or counties in which a regional planning commission has been formed, the county may, by resolution of its county commissioners, become a member of said regional planning commission and shall be entitled to appoint 2 representatives on said commission.

The terms of office of members of a regional planning commission shall be for 4 years, but initial appointments shall be for 2 and 4 years. In municipalities entitled to 3 or more representatives, initial appointment shall be for 2, 3 and 4 years. Vacancies shall be filled for the remainder of the unexpired term in the same manner as original appointments. Municipalities and counties may also appoint alternate representatives. A representative to a regional planning commission shall, when acting within the scope of his official duties and authority, be deemed to be acting as an agent of both the regional planning commission and of the municipality or county which he represents. In addition, regional planning commissions are encouraged to consult, at their discretion, with agencies and institutions operating within the region whose activities influence planning and development in that region.

**Source.** 1969, 324:1. 1991, 72:4, eff. July 12, 1991. 2000, 200:3, eff. July 29, 2000. 2003, 319:9, eff. July 1, 2003. 2004, 257:44, eff. July 1, 2004. 2017, 156:64, eff. July 1, 2017. 2021, 91:198, eff. July 1, 2021.

## Section 36:47

### 36:47 General Powers and Duties. –

- I. A regional planning commission's powers shall be advisory, and shall generally pertain to the development of the region within its jurisdiction as a whole. Nothing in this subdivision shall be deemed to reduce or limit any of the powers, duties or obligations of planning boards in individual municipalities. The area of jurisdiction of a regional planning commission shall include the areas of the respective municipalities within the delineated planning region. It shall be the duty of a regional planning commission to prepare a comprehensive master plan for the development of the region within its jurisdiction, including the commission's recommendations, among other things,
  - for the use of land within the region;
  - for the general location, extent, type of use, and character of highways, major streets, intersections, parking lots, railroads, aircraft landing areas, waterways and bridges, and other means of transportation, communication, and other purposes;
  - for the development, extent, and general location of parks, playgrounds, shore front developments, parkways, and other public reservations and recreation areas;
  - for the location, type, and character of public buildings, schools, community centers, and other public property; and
  - for the improvement, redevelopment, rehabilitation, or conservation of residential, business, industrial and other areas; including the development of programs for the modernization and coordination of buildings, housing, zoning and subdivision regulations of municipalities and their enforcement on a coordinated and unified basis.

A regional planning commission may authorize its employees or consultants to render assistance on local planning problems to any municipality or county which is not a member of said regional planning commission. The cost of such assistance shall be paid entirely by the municipality or county to which the service is rendered or partly by said municipality or county and partly by any gift, grant, or contribution which may be available for such work or by combination thereof. Said commission shall keep a strict account of the cost of such assistance and shall provide such municipality or county with an itemized statement.

- II. For the purpose of assisting municipalities in complying with RSA 674:2, III (I), each regional planning commission shall compile a regional housing needs assessment, which shall include an assessment of the regional need for housing for persons and families of all levels of income. The regional housing needs assessment shall be updated every 5 years and made available to all municipalities in the planning region.
- III. In preparing a comprehensive plan for the development of the region within its jurisdiction, each regional planning commission may use the framework for the state's comprehensive development plan in RSA 9-A:1, III as the basis for its plan. Such plan shall be updated every 5 years or sooner if desired by the regional planning commission. Prior to its adoption, the plan shall be distributed to every library, planning board, and board of selectmen/aldermen/city council in each of the communities within the region, and to the office of planning and development. The regional planning commission shall address in writing all comments received prior to the publication of a final draft. A public hearing shall be held by the regional planning commission with 30 days' notice published in all newspapers of general circulation in the region, and shall state where the document can be viewed, the time and place of the public hearing, and shall allow for written comments. For each regional plan, the office of planning and development shall offer comments as to its consistency with the state plan. The first regional development plans affected by this statute shall be adopted within 5 years of the effective date of this paragraph and renewed at least every 5 years thereafter.
- IV. Regional planning commissions shall make a good faith effort to inform and respond to their local communities regarding the purposes and progress of their work in developing the regional development plan.

**Source.** 1969, 324:1. 1988, 270:2, eff. July 1, 1988. 2002, 178:6, eff. July 14, 2002; 229:8, eff. July 1, 2002. 2003, 319:9, eff. July 1, 2003. 2004, 257:44, eff. July 1, 2004. 2017, 156:64, eff. July 1, 2017. 2021, 91:198, eff. July 1, 2021.

### Section 36:48

**36:48 Organization, Officers, and Bylaws.** – A regional planning commission shall elect annually from among its members a chairman, vice-chairman, and such other officers as it deems necessary. Meetings shall be held at the call of the chairman and at such other time as the commission may determine. A commission shall keep minutes of its proceedings and such minutes shall be filed in the office of the commission and shall be a public record. A commission may adopt such bylaws as it deems necessary to the conduct of its business.

**Source.** 1969, 324:1, eff. Aug. 29, 1969.

### Section 36:49

**36:49 Finances.** – A regional planning commission shall determine on a reasonable and equitable basis the proportion of its costs to be borne respectively by each municipality or county which is a member of said commission. A commission may accept and receive in furtherance of its functions, funds, grants, and services from the federal government or its agencies, from departments, agencies and instrumentalities of state, municipal or local government or from private and civic sources. Such funds may be used in conjunction with other funds from federal or state governments or from gifts, grants or contributions available for such work. Municipalities or counties are hereby authorized to appropriate funds to the use of a regional planning commission and to furnish a regional planning commission legal or other services which it may deem reasonable. Failure upon the part of any municipality or county to pay its proportionate annual share of the cost as determined by a regional planning commission shall constitute a termination of such municipality's or county's vote in the commission's affairs until such annual share is paid. Municipalities or counties are hereby authorized to enter into contracts with a regional planning commission for the furnishing of funds or services in connection with the preparation of a comprehensive regional master plan and any special planning work to be done by a regional planning commission for any member municipality or county. Within the amounts appropriated to it or placed at its disposal by gift, grant, or contribution, a regional planning commission may engage employees, contract with professional consultants, rent offices, and obtain such other goods, or services and incur short-term operating debt, not to exceed a term of one year and/or a line of credit secured by the assets of the commission, as are necessary to it in the carrying out of its proper function. Member municipalities and counties

shall not be liable for any debt or line of credit incurred by a regional planning commission. Any private gifts or funds when received shall be deemed a contribution to the regional planning commission for a public purpose within the meaning of any federal or state laws relative to tax exemptions.

**Source.** 1969, 324:1, eff. Aug. 29, 1969. 2000, 200:4, eff. July 29, 2000.

#### **Section 36:49-a**

**36:49-a Status as a Political Subdivision.** – Regional planning commissions are political subdivisions of the state. However, regional planning commissions have only that power and authority expressly provided for in RSA 36.

**Source.** 2000, 200:6, eff. July 29, 2000.

#### **Section 36:50**

**36:50 Relationship To Local Planning Boards.** – A regional planning commission may assist the planning board of any municipality within the delineated region to carry out any regional plan or plans developed by said commission. A regional planning commission may also render assistance on local planning problems. A regional planning commission may make recommendations on the basis of its plans and studies to any planning board, to the legislative body of any city and to the selectmen of any town within its region, to the county commissioners of the county or counties in which said region is located and to any state or federal authorities. Upon completion of a comprehensive master plan for the region or any portion of said comprehensive master plan, a regional planning commission may file certified copies of said comprehensive master plan or portion thereof with the planning board of any member municipality. Such planning boards may adopt all or any part of such comprehensive master plan which pertains to the areas within its jurisdiction as its own master plan, subject to the requirements of RSA 674:1-4.

**Source.** 1969, 324:1, eff. Aug. 29, 1969. 2000, 200:5, eff. July 29, 2000.

#### **Section 36:51, 36:52**

**36:51, 36:52 Repealed.** – [Repealed by 2000, 200:8, eff. July 29, 2000.]

#### **Section 36:53**

**36:53 Additional Powers and Duties of Regional Planning Commissions.** – In order to implement any of the provisions of a regional plan, which has been adopted or is in preparation, a regional planning commission may, in addition to its powers and duties under RSA 36:47 undertake studies and make specific recommendations on economic, industrial and commercial development within the region and carry out, with the cooperation of municipalities and/or counties within the region, economic development programs for the full development, improvement, protection and preservation of the region's physical and human resources.

**Source.** 1969, 324:1, eff. Aug. 29, 1969.

#### **Section 36:53-a**

**36:53-a Coastal Resilience Fund; Climate Resilience Cooperative Agreements.** –

- I. The Strafford Regional Planning Commission and the Rockingham Planning Commission either separately or jointly with participating municipalities may create climate resilience cooperative agreements forming an authority to plan for and address sea-level rise, storm surge, and flooding from extreme precipitation events or in anticipation of such events as projected by the Coastal Risk and Hazards Commission final report "Preparing New Hampshire for Projected Storm Surge, Sea-Level Rise, and Extreme Precipitation," and subsequent science and technical advisory panel reports under RSA 483-B:22.
- II. Municipalities participating in a climate resilience cooperative agreement shall approve such agreement by a simple majority vote of the legislative body.



- 
- III. An authority formed by a climate resilience cooperative agreement may establish a coastal resilience fund, to be funded by contributions from participating parties or by bonds, to plan for and address current and future regional needs for projects such as, but not limited to, road projects, shared municipal facilities including wastewater treatment and wastewater systems, and other coastal mitigation and protection projects. If solid waste systems are proposed, such projects shall be governed by the provisions of RSA 53-B. If wastewater and waste treatment systems are proposed, such projects shall be governed by the provisions of RSA 485. For the purposes of the coastal resilience fund, the agreement may establish a common bonding authority under RSA 33.
- IV. The climate resilience cooperative agreement shall establish a governing authority and process to oversee the coastal resilience fund.
- (a) For an agreement formed by one regional planning commission, the governing authority shall be composed of the regional planning commission director, an elected official of a participating municipality selected by agreement of the governing bodies of the participating municipalities, and the chair of the county delegation for the county that has the largest number of municipalities in the regional planning commission's coverage area.
  - (b) For an agreement formed by both regional planning commissions, the governing authority shall be composed of both regional planning commission directors, an elected official of a participating municipality from both Rockingham and Strafford counties, each selected by agreement of the governing bodies of the participating municipalities in such county and the chairs of the Rockingham and Strafford county delegations.
- V. The business affairs and actions of a climate resilience cooperative agreement authority shall be conducted and governed pursuant to the terms, conditions, and provisions of its agreement. The agreement shall include, but not be limited to, the following:
- (a) A list of municipalities included in the coastal resilience and historic reserve district.
  - (b) Except as provided otherwise by law, the powers, duties, and authorities of the climate resilience cooperative agreement authority.
  - (c) Provisions for the sharing of planning, construction, operating, maintenance, and closing costs of any facilities.
  - (d) A description of proposed activities and projects
  - (e) The terms by which other municipalities may be admitted to the agreement
  - (f) The terms by which a municipality may withdraw from the agreement before or after debt has been incurred
  - (g) The method by which the agreement may be amended including conditions under which an amendment may be approved by the governing or legislative bodies of member municipalities.
  - (h) The procedure for dissolution of the authority before or after debt has been incurred.
  - (i) Provisions for varied levels of participation by member municipalities in multiple projects, if available.
  - (j) The procedure for the preparation and adoption of the annual budget, including the apportionment of authority expenses and a schedule of payments and other procedures relative to governing the authority's fiscal affairs.
  - (k) The remedies and penalties which the climate resilience cooperative agreement authority may assert against a member which defaults in its obligations to the authority, if any.
  - (l) Procedures to receive and disburse funds for any climate resilience cooperative agreement authority purpose.

- (m) Procedures to incur temporary debt in anticipation of revenue to be received.
- (n) Procedures to assess member municipalities for expenses of the climate resilience cooperative agreement authority.
- (o) Power to receive any grants or gifts for the purposes of the climate resilience cooperative agreement authority.
- (p) Procedures to engage legal counsel, accountants, engineers, contractors, consultants, agents, and other advisors.
- (q) Procedures for entering into contracts with any person consistent with the climate resilience cooperative agreement authority.
- (r) Bylaws and regulations relative to project management.
- (s) Procedures for establishing payments to the authority from participating municipalities.
- (t) Procedures for funding the coastal resilience fund, including authorization of bonding or incurring any debt, by the participating municipalities.

VI. The one year limitation on regional planning commissions' debt obligations under RSA 36:49 shall not apply to the bonding authority under this section.

**Source.** 2019, 318:5, eff. Oct. 2, 2019.

## Review of Developments of Regional Impact

### Section 36:54

**36:54 Purpose.** – The purpose of this subdivision is to:

- I. Provide timely notice to potentially affected municipalities concerning proposed developments which are likely to have impacts beyond the boundaries of a single municipality.
- II. Provide opportunities for the regional planning commission and the potentially affected municipalities to furnish timely input to the municipality having jurisdiction.
- III. Encourage the municipality having jurisdiction to consider the interests of other potentially affected municipalities.

**Source.** 1991, 300:1, eff. Jan. 1, 1992.

### Section 36:55

**36:55 Definition.** – In this subdivision "development of regional impact" means any proposal before a local land use board which in the determination of such local land use board could reasonably be expected to impact on a neighboring municipality, because of factors such as, but not limited to, the following:

- I. Relative size or number of dwelling units as compared with existing stock.
- II. Proximity to the borders of a neighboring community.
- III. Transportation networks.
- IV. Anticipated emissions such as light, noise, smoke, odors, or particles.
- V. Proximity to aquifers or surface waters which transcend municipal boundaries.
- VI. Shared facilities such as schools and solid waste disposal facilities.

**Source.** 1991, 300:1, eff. Jan. 1, 1992.

---

**Section 36:56****36:56 Review Required. –**

- I. A local land use board, as defined in RSA 672:7, upon receipt of an application for development, shall review it promptly and determine whether or not the development, if approved, reasonably could be construed as having the potential for regional impact. Doubt concerning regional impact shall be resolved in a determination that the development has a potential regional impact.
- II. Each regional planning commission may, with public participation following the public posting of notice of the intent to develop guidelines, including notice published in a newspaper of general circulation in the planning region, develop guidelines to assist the local land use boards in its planning region in their determinations whether or not a development has a potential regional impact. The regional planning commission may update the guidelines as needed and provide them, as voted by the regional planning commissioners, to all municipalities in the planning region.

**Source.** 1991, 300:1, eff. Jan. 1, 1992. 2009, 194:1, eff. Sept. 11, 2009.

**Section 36:57****36:57 Procedure. –**

- I. Upon determination that a proposed development has a potential regional impact, the local land use board having jurisdiction shall afford the regional planning commission and the affected municipalities the status of abutters as defined in RSA 672:3 for the limited purpose of providing notice and giving testimony.
- II. Not more than 5 business days after reaching a decision regarding a development of regional impact, the local land use board having jurisdiction shall, by certified mail, furnish the regional planning commission and the affected municipalities with copies of the minutes of the meeting at which the decision was made. The local land use board shall, at the same time, submit an initial set of plans to the regional planning commission, the cost of which shall be borne by the applicant.
- III. At least 14 days prior to public hearing, the local land use board shall notify, by certified mail, all affected municipalities and the regional planning commission of the date, time, and place of the hearing and their right to testify concerning the development.
- IV. Notwithstanding the foregoing, when the building inspector determines that a use or structure proposed in a building permit application will have the potential for regional impact and no such determination has previously been made by another local land use board, he or she shall notify the local governing body. The building inspector shall also notify by certified mail the regional planning commission and the affected municipalities, who shall be provided 30 days to submit comment to the local governing body and the building inspector prior to the issuance of the building permit.

**Source.** 1991, 300:1, eff. Jan. 1, 1992. 2003, 220:1, eff. Aug. 30, 2003. 2005, 39:1, eff. July 16, 2005. 2008, 357:5, eff. July 11, 2008. 2009, 49:1, eff. Jan. 1, 2010.



**Section 36:58**

**36:58 Applicability. –** The provisions of this subdivision shall supersede any contrary or inconsistent provisions of local land use regulations enacted under RSA 155-E and RSA 674.


**Source.** 1991, 300:1, eff. Jan. 1, 1992.

## APPENDIX B

### ABC's of Regional Planning Commissions



NEW HAMPSHIRE MUNICIPAL ASSOCIATION



# The *ABCs* of *RPCs*

Nathan Miller, AICP, Deputy Executive Director  
Southern NH Planning Commission (RPC)  
Stephen C. Buckley, Esq., Legal Services Counsel

[nhmainfo@nhmunicipal.org](mailto:nhmainfo@nhmunicipal.org) / 800.852.3358 / [www.nhmunicipal.org](http://www.nhmunicipal.org)

# Our Presenters



*Nathan Miller, AICP*  
*Deputy Executive Director*  
**Southern NH Planning Commission**  
[nmiller@snhpc.org](mailto:nmiller@snhpc.org)



*Stephen C. Buckley, Esq.*  
*Legal Services Counsel*  
**New Hampshire Municipal Association**  
[sbuckley@nhmunicipal.org](mailto:sbuckley@nhmunicipal.org)







## Why were Regional Planning Commissions formed?



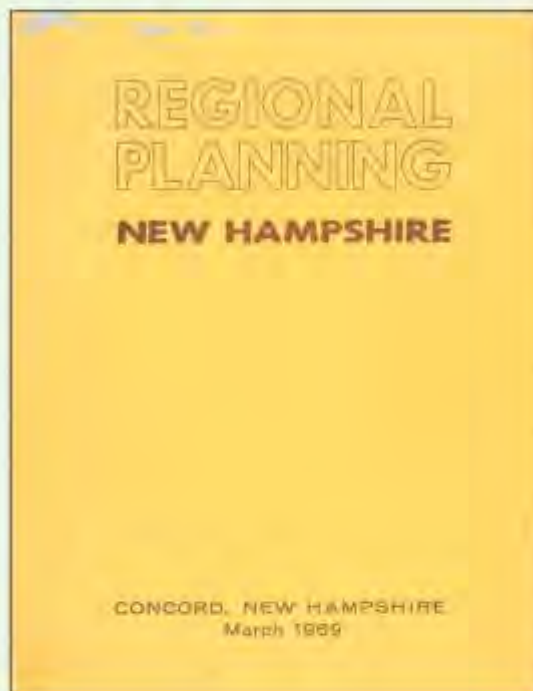
***“A well-defined regional planning program will supply the various communities with the help they require in planning for the present and future needs of New Hampshire residents, aiding in the growth, development, and prosperity expected for the years ahead.”***

Report of Governor John W. King's Committee on  
Regional Planning, March 1969.





## Why were Regional Planning Commissions formed?

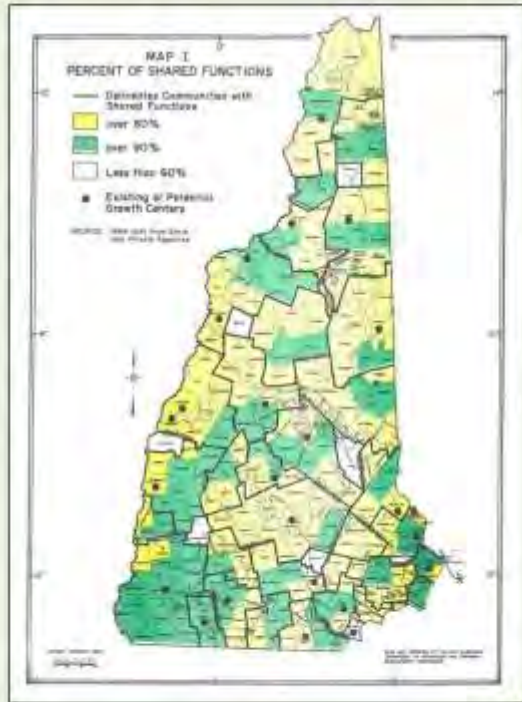


The Governor's Committee on Regional Planning identified the following needs:

- Ensure that municipalities were coordinated in the access to and delivery of federal grant programs.
- Facilitate the development of regional relationships for the delivery of certain community services.
- Conduct comprehensive regional planning to support community planning.



## How were RPC Regions formed?



The University of New Hampshire completed a “Delineation Study” to determine regional boundaries.

The Delineation Study considered:

- Regional groupings in use at the time by State Government (e.g. tourism);
- Shared functions between municipalities;
- The “potential for urban activity” in municipalities; and
- The location of existing or potential regionally-significant “growth centers.”



## How were RPC regions formed?



Originally, 17 regions were identified. Eventually, these consolidated into the nine regions we know today.

- Regions 1-5: North Country Council
- Regions 6-7: Lakes RPC
- Regions 8-9: Upper Valley Lake Sunapee RPC
- Regions 10-11: Southwest RPC
- Region 12: Central NH RPC
- Region 13: Southern NH RPC
- Region 14: Nashua RPC
- Regions 15-16: Rockingham RPC
- Region 17: Strafford RPC





## The Establishment of RSA Chapter 36



- In March 1969, the report of the Governor's Committee on Regional Planning was published.
- The recommendations from the report were implemented quickly, as RSA Chapter 36 went into effect on August 29, 1969.
- RSA Chapter 36, as revised over the years, continues to be the enabling legislation that establishes the powers and duties of Regional Planning Commissions.



## Powers and Duties of Regional Planning Commissions (RSA 36)



- 
1. Provide **ADVISORY TECHNICAL ASSISTANCE** on local planning matters as requested by municipalities or counties. Municipalities may ask for and take the advice of RPCs, but jurisdiction for development decisions lies with local planning boards.
  2. Prepare a comprehensive **REGIONAL MASTER PLAN**.
  3. Prepare a **REGIONAL HOUSING NEEDS ASSESSMENT**.
  4. Cooperate with municipalities and counties to **IMPLEMENT PROGRAMS** for the “full development, improvement, protection, and preservation of the region’s physical and historical resources.”
  5. Assume the status of abutter to review and provide formal comments on designated **DEVELOPMENTS OF REGIONAL IMPACT**.



## Other Powers and Duties of Regional Planning Commissions



6. Provide a **REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM** to the NHDOT by April 1<sup>st</sup> of each odd-numbered year (RSA 228:99).
7. Form **INTERSTATE REGIONAL PLANNING COMPACTS** through negotiation with counterparts in Maine, Massachusetts, and/or Vermont (RSA 36-B).
8. Serve on **STATE BOARDS AND COMMISSIONS** including the Business Finance Authority (RSA 162-A), NH Rail Transit Authority (RSA 238-A), State Coordinating Council for Community Transportation (RSA 239-B), and numerous others.
9. Recommend the formation of **REGIONAL TRANSIT DISTRICTS** to affected local legislative bodies (RSA 38-B).





## Organization and Financial Structure of Regional Planning Commissions



- RPCs are **POLITICAL SUBDIVISIONS** of the State of New Hampshire under RSA 36:49-a. As such, RPCs are public sector agencies.
  - RPCs are not non-profit organizations, corporations, political, or lobbying organizations.
- RPCs have no power to tax. RPCs are financially supported by **MEMBERSHIP DUES VOLUNTARILY PAID BY MUNICIPALITIES.**
  - Under RSA 36:49, municipalities may not vote in the affairs of the Commission unless their annual dues have been paid.
  - RPCs may not incur debts exceeding a term of one-year.





## The Federal Role of Metropolitan Planning Organizations



- Four RPCs also serve as the designated Metropolitan Planning Organizations (MPOs) within their regions.

- **Nashua Regional Planning Commission**
- **Rockingham Planning Commission**
- **Southern NH Planning Commission**
- **Strafford Regional Planning Commission**



- As MPOs under 23 CFR 450, these four RPCs have a direct role in the programming of Federal transportation funding, including:
  - Developing and Maintaining a Transportation Improvement Program and a Long-Range Metropolitan Transportation Plan.



## RPC Services Today



- Circuit Rider Planning Services
- Master Plan Assistance
- Assistance with Updating Local Regulations
- Capital Improvement Program Development
- Impact Fee Development
- Public Engagement and Third-party Facilitation
- GIS Mapping and Analysis
- Hazard Mitigation Planning
- MS4 Permitting Assistance
- Solid Waste Planning
- Brownfields Assessment
- CEDS and Economic Development Assistance
- Traffic Counting
- Road Surface Management Systems
- Road Safety Audits
- Transit Service Design

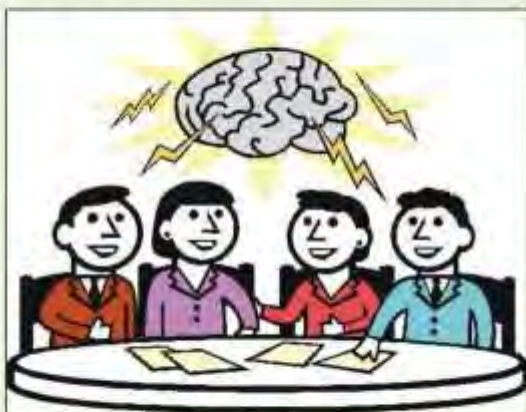
**...and many more!**



## RPC Services Tomorrow



**The RPC services of tomorrow will be steered by RPC Commissioners.**



- Implementing Climate Change Mitigation and Adaptation Projects?
- Integrating Public Health and Planning?
- Planning for Age-Friendly Communities?
- Planning for Autonomous Vehicle Deployment?
- Facilitating Public-Private Partnerships for Infrastructure?
- All of the above?



# APPENDIX C

## Commission History

### The First 25 Years A History of the LRPC February 1996

#### Overview

**The Lakes Region Planning Commission (LRPC)** is a non-profit, voluntary association of local governments dedicated to providing a range of services to its member towns, their residents, and, indirectly, to all who visit the Region. Authorized under New Hampshire Revised Statutes Annotated 36:45 and subsequent provisions, the LRPC's basic purpose is to provide coordinated planning for the development of the Region in response to the changing conditions and demands of its members.

Although the history of the LRPC as a State accredited regional planning commission dates from 1970, the organization was actually born on May 13, 1968, when foresighted citizens of ten towns in the Region came together under the leadership of David Scott, Laconia city planner. The initial impetus for their association was growing concern over water quality in the Lake Winnepesaukee watershed, which is still a major factor in regional planning. Scott was given the title of Secretary of the fledgling commission, and in early 1969 was elected Chairman. The primary stated goal of these pioneers was "the creation of a suitable balance between types, amounts, location and rate of development and the capacity of the human environment to accept such development without suffering deleterious effects."

Scott's initial connection with the organization was interrupted in October of that year when he left to take another position. However, in 1970 the LRPC was accepted by the Governor as a regional commission, with the hiring of a professional planner and a staff headed by a Director. Twelve towns appropriated funds to this end, and for the start of planning. These were Alton, Barnstead, Belmont, Center Harbor, Gilford, Laconia, Meredith, Moultonborough, Sanbornton, Sandwich, Tilton, and Tuftonboro. The Commission met at various locations, working from a small office in Wolfeboro. Its officers in the beginning were: Chairman, Russ Rogler; Vice Chairman, Roger Krey; Secretary, Melvin Blackwood; and Treasurer, Rob Roy MacGregor.

On June 9, 1971, the Commission advertised for the new position of Executive Director. From the three applicants David Scott was chosen for the post. Among his first acts was to create a job description which would give legal authority to his own position. Meredith was chosen by consensus as the permanent site for the Commission office, by virtue of its median position in the Region. The first permanent quarters of the LRPC consisted of three rooms on the second floor of a house at 11 Lang Street in that town, rented at \$400 per year. In 1973 another room for drafting was added.

As of June 1972, the personnel budget provided for a Director, Regional Planner, Draftsman, and Secretary. In 1973 James Rollins was hired as a Regional Planner, beginning an association with the LRPC which would last until 1987, when he moved on to the NH Office of State Planning. Mary Lee Harvey was the secretary, a post she would fill for several years. Also at this time, the Commission began to receive financial assistance from the federal Department of Housing & Urban Development, resulting in its first investigation of low to moderate income housing needs.

When the Governor reduced the number of regional planning commissions to six in 1972, the LRPC's jurisdiction was enlarged to include 32 towns. With resulting increased responsibilities and activity, the Commission's offices were moved in March 1974 to the first floor of the renovated former elementary school in the Humiston Building on Main Street in Meredith. The following year brought a move to the second floor, which the LRPC occupies to this day.

David Scott left the LRPC in May 1977 to work for the New Hampshire Office of State Planning, and was succeeded for a year by Daniel Martin. In late 1979 Roger Akeley assumed the position of Executive Director, which he held until 1984. His successor in 1985 was Kimon Koulet, who has served in that capacity to this day.

As noted, the original nucleus of the Commission was composed of ten towns, Alton, Belmont, Center Harbor, Gilford, Laconia, Meredith, Moultonborough, Sanbornton, Tilton and Tuftonboro. Still in 1970, Barnstead and Sandwich elected to join, followed by Wolfeboro in 1971. In 1972 Holderness, Ossipee and Ashland were added, and in the following year Bridgewater, Effingham, Brookfield, and Tamworth became members. March 1973 was a watershed date for the Commission, as seven of these towns became paying members following Governor Peterson's Executive Order of December 1972 reducing the number of regional planning commissions to six. In the same month, the federal Department of Housing & Urban Development (HUD) issued the LRPC a Regional Certification, assuring eligibility for HUD funding. Since then the LRPC has been increased to include all the towns in the Region, with the additions of Alexandria, Andover, Bristol, Danbury, Franklin, Freedom, Gilmanton, Hebron, Hill, New Hampton, and Northfield. For a time the town of Wakefield participated in the LRPC, but withdrew in 1993 to join the adjacent Strafford Regional Planning Commission.

### Program History

The LRPC's work in the early years was in accordance with Annual Work Programs. Understandably, at first these were keyed to responding to State and Federal projects, since the bulk of operating funds came from these sources. Among the first activities was work on the regional housing needs of low and moderate income families, as part of the NH Comprehensive Planning Office's 701 Program. Other areas of activity resulting from such governmental sponsorship included land use, solid waste management, and municipal planning.

In the beginning, this activity was summarized annually in the LRPC Completion Report, which was directed each July to the NH Office of Comprehensive Planning, where it became part of the Statewide Completion Report furnished by the State to HUD. A separate summary was sent each year to the LRPC Commissioners. In 1974 this accounting was simplified by using the same format for both reports. Subsequently the title of this annual publication was changed to Annual Program Report. In 1979 a special Annual Report was issued, looking back at the first decade of the Commission's existence and growth, and presenting the LRPC's prospects for the 1980's. This was a sepia printed booklet with photos, maps, and charts.

### Water Quality Programs

In 1975 the Commission received a major two-year grant in the amount of \$500,000 from the federal Environmental Protection Agency under Section 208 of the Water Quality Control Act of 1972, and was designated as the regional wastewater management authority. From that time on the LRPC has been deeply involved in monitoring water quality in the Lake Winnepesaukee watershed, including both point and nonpoint source pollution. This resulted in a sharp increase in staff to a high of sixteen persons by 1978. They worked in cooperation with the federal Environmental Protection Agency (Region 1, Boston) and three other federal agencies; with the New Hampshire Water Supply & Pollution Control Commission (now the Department of Environmental Services) and five other State agencies; and with five consulting firms. Their work culminated in the final Lakes Region Water Quality Management Plan, issued in September 1978 by the LRPC. The report summarized the technical and management strategies that can be used to protect the valuable water resources of the Lakes Region through comprehensive water quality planning for the communities in the region. Its recommendations involved three categories of controls: 1) Land Use, by local ordinances; 2) Non-point Source Pollution control measures; and 3) Point Source Pollution control by sewage systems.

The recommendations of this study and earlier planning by various agencies were realized by the completion of the present Winnepesaukee River Basin sewer system (planned as early as 1972), which conveys sewage from the municipalities of Center Harbor, Meredith, Gilford, Laconia, Belmont, Sanbornton, Northfield, Tilton, and Franklin to a regional sewage treatment plant in Franklin. Built in stages at a cost of over \$40,000,000, this network has had a significant positive impact on the water quality of the Lake Winnepesaukee watershed, since no untreated sewage now enters its waters from a point source on the west.

## Land Use

Land use planning was mandated in the original state legislation (RSA 36:45) which created the regional planning commissions. Indeed, the primary purpose of the commissions was seen as "to prepare a coordinated plan for the development of the region, taking into account present and future needs with a view towards encouraging the most appropriate use of the land." Land use planning was also a requirement for continued HUD support. In November 1977, the LRPC adopted a Future Land Use Plan Policy Statement. Its overall goal was "to accommodate both economic development and environmental protection in the future growth of the Region." The Statement recognized the following categories of land use interest: Growth Patterns, Economic Development, Transportation, Public Facilities, Open Space/Recreation, and Agriculture.

Maintenance and improvement of water and air quality were given prime importance in achieving these aims. The outcome of this Statement was the publication in 1977 of the Commission's first Regional Land Use Plan.

The 1977 Plan was updated in 1987 with a revised set of goals and a list of development changes in some of the communities of the Region. However, a coordinated development plan was not completed at that time, but was accomplished in the 1989 Regional Land Use Plan update. This report discussed the impact of changes in population, housing, and employment, as well as in land use. Infrastructure capabilities were analyzed, as a basis for projecting future land use goals and recommending regulations needed to achieve them. The Plan's conclusion contained detailed recommendations for "tools" to attain the goals. Among these were: Master Plans; Capital Improvement Programs; regulations for Zoning, Subdivisions, and Site Plans; Phased and Cluster Development; Local Historic Districts; and strategies to develop these locally.

## Economy

An Overall Economic Development Committee of the LRPC compiled a 100-page Regional Economic Profile of the area as early as 1975, with an update in 1977. The most recent version is the Overall Economic Development Program (OEDP) of 1994, prepared by LRPC with funding from the NH Office of State Planning. It serves to maintain the eligibility of Belknap County, and portions of Carroll and Grafton Counties in the LRPC's jurisdiction, for continued development funding by the Economic Development Administration, U.S. Department of Commerce. Among the major contributors of time and effort to this study were the Laconia Office of Economic Development, the Belknap Economic Development Council, and the Gunstock Recreation Area. Many town officials aided by completing the Committee's OEDP survey of economic data.

## Town Master Plans and Updates

Some communities in the Lakes Region have had Master Plans or the equivalent since at least the early 1960's, while other towns had no basic plans as of the time of formation of the LRPC. Some, led by Laconia in 1979, began to institute plans or updates in response to provisions of State law. RSA 674:2 defined a town's Master Plan as "a report or set of statements and land use and development proposals...designed to show as fully as possible and practical the Planning Board's recommendations for desirable development of the community."

Some towns have contracted with the LRPC to produce their Master Plans. Others have prepared their own, with varying degrees of assistance from the Commission. All these plans have been physically assembled at the LRPC.

## Capital Improvement Planning

Town Capital Improvements Programs (CIPs) are adjuncts to Master Plans, useful in planning for construction or replacement of facilities or equipment which have more than short term life expectancy. Authorized under RSA 674:5, they are typically projected by town planning boards for periods of six years or more, as aids in setting annual budgets and in many other aspects of municipal development. The LRPC has supplied technical assistance for preparation of these plans for the ten towns which have adopted this practice.

## Transportation

The LRPC's continuing interest in the region's transportation problems brought a grant from the federal Urban Mass Transport Administration for a mass transit study approved by the NH Department of Transportation in 1975. It also undertook a public transit study in 1977.



Systematic involvement with the region's transportation problems began in 1986. In that year the LRPC compiled a Lakes Region Transportation Baseline Report, in conjunction with the NH Department of Transportation, with matching funding from the Federal Highway Administration. In 1985 State and regional officials had created the Region II Regional Transportation Program to develop short and long term goals and policy guidelines. The LRPC established a Regional Transportation Committee, under whose direction the Baseline Report was compiled in 1986. As part of the process of determining objectives, the Report developed an inventory of the Region's existing transportation network, including streets and highways, bridges, railroads, airports, and public transportation. It also examined seasonal and commuter patterns, road status and ratings, accident statistics, highway construction, and rail and air service. The report set five basic goals for the Region's transportation network. These aims have been pursued since that time with only slight modification.

The data compiled in the Baseline Report formed the basis for a comprehensive Regional Transportation Plan for the Lakes Region, which was issued by the LRPC in 1991 with State and federal funding. The Plan described in detail the existing transportation network in the Region and cited the most urgently needed road improvements. Beyond these, the Plan advised coordination with land use and town master planning.

In recent years, the Commission's transportation activities have been keyed to the new federal guidelines for transportation policies laid out by the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and the State's ten year highway action plans. Under the ISTEA National Highway System, State and federal funding became available to study the present and future status of two major traffic arteries in the Lakes Region—the US 3/NH Route 11 system from Franklin to Laconia, and the NH Route 16 corridor. The LRPC completed its work on the Routes 3 & 11 Community-Based Transportation Study in 1994; however, it plans to improve and expand the project's transportation model software in the future. Work continues on a similar study of the entire Route 16 corridor, from the Seacoast on the south to Errol in the north, now in Phase II which surveys economic and employment activity in the corridor and invites public participation in the planning process. The LRPC's portion of the corridor involves the towns of Wolfeboro, Brookfield, Effingham, Freedom, Ossipee, and Tamworth.

In 1994 the LRPC prepared for the Region II Transportation Committee a Lakes Region Public Transit Study. It identified the transportation disadvantaged portions of the Region's population, notably the elderly and the disabled. It recommended that pilot programs like the one operated by the Lakes Region Community Service Council be supported and extended, in view of the projected increase in the elderly population in future years. It called attention also to the significant contribution made by volunteers to transportation of the disadvantaged.

### **Recreational Transportation - Bicycles**

Realizing that the rights of way created by the Winnepesaukee Basin regional sewer system might offer possibilities for recreation, the LRPC began planning for a bicycle path system in 1982 with an extensive Background Report which it prepared in conjunction with the Laconia planning department under a Federal Highway Administration grant. As developed later, this system would utilize old railbeds from Franklin to Meredith, rather than the sewer right of way. The plan's implementation has been delayed indefinitely because of the State's requirement that the bicycle paths be fenced.

### **Transportation Improvement Programs**

Building on the experience gained in the 1986 Baseline Report, the LRPC began to help member towns develop Transportation Improvement Programs (TIPs). By 1991 such planning was completed or underway in more than twenty communities. It was by nature concerned almost entirely with highway and road improvement.

### **Vacation Travel**

It has long been obvious to residents and business owners in the Region that vacation travel and tourism in general impact fundamentally on all areas of life in the member towns. This awareness was the impetus for a Vacation Travel Background Report issued by the LRPC in 1983. This study examined seasonal traffic counts, accommodations, employment, housing, recreational and entertainment facilities, and many other factors which bear on the overall status of tourism in the Lakes Region. The many significant economic and population changes since 1983 prompted an update of the tourism situation. This was accomplished with publication of the Lakes Region Tourism Profile, issued in 1995 under contract with the NH Office of State Planning.

## Mapping

Cartography is a basic feature of all the areas of activity of a planning body. A map is the only way in which a client may view printed information in a master plan or other planning document in relation to spatial geography. Land use capability mapping was an integral part of the Commission's early work in many areas, including the 208 water quality project. After the State required that all New Hampshire communities have tax maps by January 1980, the LRPC assisted its member towns in complying with this requirement. During the first decade and a half of its existence, the LRPC employed traditional drafting techniques in the preparation of maps to accompany its studies and reports. A draftsman created maps on sheet mylar film, using fast drying inks and technical pens that created uniform line widths. Mylar was, and still is, an ideal material for map making. Corrections are easily and safely made on it, and paper copies may be made from it using blue line or diazo machines. Since it is transparent or translucent, other maps may be positioned under it to demonstrate relationships among different themes of information, a critical advantage for the professional planner. Some maps are still created in this way. However, these techniques are slowly being replaced by what else? Computers!

The LRPC maintains a map archive consisting of many mylar maps and even a considerable number that were drawn on paper. In 1988 the LRPC received a grant for purchase of computerized graphic information systems (GIS) equipment. Acquired in 1989, the equipment included a computer, digitizing table, and a multi-pen plotter. A GIS accomplishes many tasks in three different areas: 1) data automation, 2) data maintenance and manipulation, and 3) map creation. It allows the LRPC to generate maps that can show everything that hand drafted maps can. First, however, the data must be entered into the computer; that is, it must be digitized. The process of digitizing a map into the computer is analogous to drafting a map on paper or mylar.

Lines are "traced" that can eventually be used to create visual maps. Equally important, tabular data which describes the graphic data can be included, for example, the name of a road, or the tax map number of a particular parcel of land. This ability of GIS to combine graphic data with tabular is unique; since it is stored digitally, the data can be easily modified as needed. This is particularly valuable in reducing the time and effort required to keep maps up to date. But perhaps the real beauty of GIS is that it can combine many maps into one, and generate statistics about them. For example, a land parcel map and a soils map of the same town can be combined, enabling planners to see how a particular parcel is affected by being of a particular soil type.

The GIS data can create maps in large or small format, and since it is stored in the computer, it is easy to change the scale of any one theme so that it drapes nicely over another theme or themes. The GIS enables the user to generate maps in full color, with digital versions of all the traditional legends used by the draftsman, and to quickly replace them in case of spoilage, destruction or need to correct. The LRPC still creates maps using traditional methods, but makes every effort to use the GIS' ability to increase productivity, improve accuracy, and generate more visually stimulating maps.

## Household Hazardous Waste Programs

The LRPC became involved in household solid waste planning as early as 1973, when it began work on a regional solid waste management plan in conjunction with a private contractor. This effort culminated in a Solid Waste Management Report issued in 1974. However, throughout the 1970's disposal of household waste was still on a town by town basis, with landfills the predominant disposal method. In the 1980's came moves toward better protection of the environment by means of separation of environmentally hazardous wastes from the disposal stream, with disposal by private firms specializing in the required technology. By 1988 the LRPC was supervising collection of these wastes in nine member towns, at sites in Gilford, Bristol, and Meredith. Currently, a one-day household hazardous waste collection is coordinated by the LRPC in the summer at eight collection sites, with more than 20 towns participating.

## Historic Programs

The importance of historic sites in the Region to visitors and residents alike was recognized from the beginning of the Commission's activities, but major planning efforts in this area began only in the 1980's. In 1986 the LRPC published a Guidebook to National Register Properties in the Lakes Region, and in 1988 a Guidebook to National Register Historic Districts in the Lakes Region. The Commission has also published Public Libraries in the Lakes Region, in 1986, and most recently The Historic Churches of Belknap County, in 1995. Architectural historian David Ruell of Ashland was responsible for most of the research and texts of the four books. Under annual contract with the New

Hampshire Division of Historical Resources, the LRPC assists member towns in applying for National Register status for districts and buildings in their communities.

### Intergovernmental Reviews

During the first decade of its operation an important function of the LRPC was as an A-95 Clearinghouse Agency for initial review of local applications for federally funded projects. In some years the Commission reviewed more than a hundred so-called A-25 proposals against the requirements of a federal catalog. During the Reagan Administration the states were given greater responsibility in the procedure, but the planning commissions continue to carry out similar intergovernmental reviewing of regional projects, in particular, reviews of impact studies submitted by prospective developers.

### Reporting/Newsletters

Public notification of the Commission's activities and accomplishments was begun in early 1972 in the form of a mimeographed report with the title "Planning Notes." This newsletter was issued monthly, with occasional exceptions. The January 1974 issue was a formal printed document of eight pages with photos, intended as a "brief summary of the Progress, Programs and Future Direction of the LRPC." By that time the mailing list had reached 700. Since early 1975 the newsletter has appeared, more or less regularly, under the title Lakes Region Planning Commission Report, and is mailed to about 900 concerned organizations or individuals.

In 1976 a documentary sound/color film entitled "A Small Victory" was created for the Commission for public showing. It depicted citizen actions taken to improve water quality in Lake Winnisquam.

### Library

The LRPC began to assemble a library of related materials on a modest scale in 1974. These were later categorized between 1986 and 1994 by Transportation Planner Curtis Mellen. This scheme is not based on traditional library classifications, but keyed instead to the functional areas involved in the Commission's work - Population, Environment, Water Quality, Tourism, Transportation, Waste Management, Historic Preservation, etc. Over the years the holdings have grown to more than 3,000 items. These range from bound NH Revised Statutes Annotated and other background legal works to individual reports containing only a few pages. There is a small but growing collection of videos concerned with planning.

Considerable effort has been made to identify all those persons who have served as LRPC Commissioners or Alternates during the 25-year history described herein, as well as all present and former staff members. If, nevertheless, any have been overlooked in our listings, we apologize for the oversight and thank them in the same measure as those cited. There can be no doubt that the quality of life in the entire Region is the better for all their efforts.

# APPENDIX D

## Federal Grants Management Policy

### PURPOSE

The Lakes Region Planning Commission is committed to responsible federal grant financial management. The policy and procedural guidelines contained in this statement are designed to:

- Ensure the maintenance of accurate grant records.
- Ensure compliance with federal reporting requirements.
- Ensure compliance with subrecipient monitoring and management.

### FEDERAL FINANCIAL REPORTING

#### Allowable Costs

All expenses are reviewed by the appropriate party prior to payment to ensure that costs to be allocated to the grant are allowable and that there is appropriate documentation to support the expense. Key areas that are considered are as follows:

- necessary and reasonable for the performance of the federal award (and be allocated to that use)
- conform to limitations or exclusions regarding type or cost
- consistent with the policies and procedures the organization would apply to non-federally financed work
- treated consistently with other comparable costs—for example, a cost may not be treated as a direct cost if a cost incurred for the same purpose in similar circumstances was allocated as an indirect cost
- costs are adequately documented

#### Monthly Review of Actual vs. Budget Expenses

Expenses related to the LRPC's grant agreements are monitored on a monthly basis. At the end of each month after all transactions have been entered into the accounting system, a budget vs. actual report is run for each grant agreement. These reports are reviewed for reasonableness and for indications that actual expenses may not be in line with approved budgeted amounts. Monitoring these variances on a monthly basis helps ensure that substantial expenses which have not been approved are not incurred. This monitoring also ensures that, if necessary, budget modification requests can be made in a timely manner.

#### Requesting Grant Reimbursement

The LRPC's practice is to only draw funds after allowable expenses have been incurred. As such, the LRPC requests funds from awarding agencies on a cost reimbursement basis. This practice ensures compliance with the federal administrative requirements.

The (Executive Director/Finance Office/Grants Manager) reviews the balance of each of the grants, contracts, and cooperative agreements, at a minimum, on a monthly basis to determine the total amount expended by the organization on the grant, contract or cooperative agreement related items. The LRPC subsequently requests reimbursement for the amount through invoices or other means as required by the grantor. All amounts requested are documented in a spreadsheet. The spreadsheet is maintained so that, at any given time, the organization knows the amount of funds requested and received for each of its grants and has the necessary accounting support for the draw.

#### Quarterly, Semi-Annual and Year End Grant Reporting

As outlined in the specific grant, contract or cooperative agreement, the organization reports grant, contract, or cooperative agreement related activities as required by the funder. The FFR- Federal Cash Transaction Report for

the quarter is due 30 days after the end of the period. The FFR is filed together with the accounting data that supports the transactions.

### CONSULTANTS/CONTRACTS AND SUBRECIPIENTS

The Uniform Guidance 2 CFR 200.330 - 200.332 are the federal regulations that define the requirements for recipients of federal funds with respect to Subrecipient Monitoring and Management. As a recipient of federal funds, the organization is responsible for the programmatic and financial monitoring of its subrecipients. Such monitoring responsibilities are shared among various staff and should be followed in accordance with the guidelines provided below.

The organization will select consultants and/or subrecipients in accordance with Uniform Guidance Subpart D and in compliance with the regulations in 2 CFR 200.330-332.

A **consultant/contractor** is an individual or organization from whom you procure professional goods or services. (Justice, 2015)

A **subrecipient** is a non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program but does not include an individual that is a beneficiary of such program. (Justice, 2015)

#### Responsibility

The grantee (recipient) is responsible for the settlement and satisfaction of all legal, financial, contractual, and administrative issues related to agreements entered into in support of an award. This includes disputes, claims, protests of award, source evaluation, or other matters of a contractual nature.

The subrecipient is responsible for the settlement and satisfaction of all legal, financial, contractual, and administrative issues related to agreements entered into in support of an award. This includes disputes, claims, protests of award, source evaluation, or other matters of a contractual nature.

#### Avoiding Conflicts of Interest

The organization's Code of Conduct policy has been developed to avoid real or apparent organizational conflicts of interests among contractors and subrecipients and among employees and officers with procurement supported by Federal funds. All parties involved in any aspect of a grant, contract or cooperative agreement are to abide by this policy including any disciplinary actions should the policy be violated.

#### Procurement

Procurement shall be conducted in a manner to provide, to the maximum extent practical, open, and free competition and as required by the uniform guidance.

Factors that should be considered when selecting a contractor or subrecipient are:

- contractor integrity
- compliance with public policy
- record of past performance
- financial and technical resources
- responsive bid, and
- excluded parties listing (debarred consultants)

Contracts will be normally competitively bid unless:

- the item is available only from a single source
- a true public exigency or emergency exists
- the awarding agency or pass-through entity expressly authorizes noncompetitive proposals
- after solicitation of a number of sources, competition is determined inadequate, or
- the item meets the requirements of simplified acquisition

### Notice and distribution of the RFP

RFPs shall be distributed to an adequate number of qualified sources, at least 10 days prior to the date set for receipt of proposals.

### Evaluation of Proposals

Evaluation of the proposals received by the organization in response to an RFP shall be conducted based on price and other factors identified within the RFP. These factors typically include factors relevant to a determination of responsibility (such as financial, human, and organizational capability), as well as other technical factors (such as the degree to which the proposer is expected, based on information submitted and available, to achieve the performance objectives, to provide the quality expected, and on the relative qualifications of the proposer's personnel).

### Award and Compensation

Upon conclusion of a competitive proposal process, the organization may award a contract to a responsible consultant whose proposal is deemed most advantageous and whose rate is reasonable and consistent with that paid for similar services in the marketplace. Consultant rates should not exceed the maximum limit established by the granting agency. An analysis is to be done and documented showing justification for the agreed upon rate. Any agreement with a consultant will be in writing.

### Monitoring

The organization will monitor all consultant activities to include documenting performance, adherence to timeline or deadlines, time and effort reports, and review/verification of invoices. Any deficiencies in performance will be addressed directly with the consultant. The organization will monitor its activities under Federal awards to assure compliance with applicable Federal requirements and performance expectations are being achieved. The organization will submit performance reports at the interval required by the Federal awarding agency.

## SUBRECIPIENT MANAGEMENT AND MONITORING

### Subrecipient Eligibility

The organization will notify each potential subrecipient ("subrecipient") by email or other means that a grant application has been sent to the subrecipient. The subrecipient must confirm with the staff that the subrecipient received the application.

To be eligible to apply for funding, a subrecipient must:

- meet deadlines for applications, including those established by the organization, and
- submit grant acceptance letters and /or signed funding contracts within 30 days of receipt from the organization.

### Awards

The Executive Director makes funding awards to its subrecipients per government requirements on an as needed basis. The funding awards are communicated to subrecipients electronically.

### Federal Obligations

The organization will provide subrecipients with the following information at the time of the award. If any of these data elements change during the award period, the changes will be included in subsequent award modifications.

- Federal Award Identification.
- Employer Identification Number (EIN).
- Subrecipient Name (which must match the registered name in DUNS).
- Subrecipient DUNS number.
- Federal Award Identification Number (FAIN).
- Federal Award Date.
- Subaward period of performance start and end date.
- Total amount of federal funds obligated to the subrecipient.
- Federal award project description.



- Name of the federal awarding agency, pass-through entity, and contact information for the awarding official.
- Catalog of Federal Domestic Assistance (CFDA) number and name.
- All requirements imposed by the organization on the subrecipient so that the federal award is used in accordance with federal statutes, regulations and the terms and conditions of the federal award.
- Any additional requirements that the organization imposes on the subrecipients to meet its own responsibility to the funding entity including identification of required financial or performance reports.
- The federally approved Indirect Cost Rate to be used by the subrecipient.
- A requirement that the subrecipient permit the organization and auditors to have access to the subrecipients' records and financial statements as necessary for the organization to meet the requirements of 2 C.F.R. §299, and
- Appropriate terms and conditions concerning closeout of the subaward.
- The organization will provide subrecipients with any other obligations that it is aware of related to federal funds.

### Unexpended Funds

If a subrecipient informs the organization that it will be unable to expend all allocated funds from a grant program before the end of the award period, the organization will inform all other eligible subrecipients of that grant program of the amount of funding that is available. All other eligible subrecipients of that grant program will be invited to submit requests for the specified remaining funds. Staff will review all requests submitted to ensure that the proposed use of the funds is allowable within the grant program requirements. The organization will divide available funds evenly among the subrecipients that request the funds for allowable expenses. If a subrecipient requests less than an equal share of the funds available, that amount will be granted, and the balance divided evenly among the other requests.

## SUBRECIPIENT FINANCIAL OVERSIGHT

When the organization delegates performance of activities under a grant to a subrecipient, it is responsible for all aspects of the program including proper accounting and financial recordkeeping by the subrecipient. Required financial recordkeeping includes the accounting of receipts and expenditures, cash management, the maintaining of adequate financial records, and the refunding of expenditures disallowed by audits.

The organization will monitor the activities of the subrecipient as necessary to ensure that the subaward is used for authorized purposes and is in compliance with Federal regulations. This includes, but is not limited to, the following:

- reviewing financial and performance reports required by the award
- ensuring the subrecipient takes appropriate action on any deficiencies detected
- monitor and consider any effect the subrecipient activity may have on the organization's book

### Budgeting and Budget Review

Each subrecipient shall prepare and submit to the organization a budget that adequately reflects its subaward. The organization shall approve and maintain each subaward project budget.

### Audit Requirements

The organization must ensure that subrecipients meet applicable audit requirements.

### Reporting Irregularities

The organization and its subrecipients are responsible for promptly notifying the granting federal and/or state agency of any illegal acts, irregularities and/or proposed and actual improper actions related to fund administration.

## SUBRECIPIENT MONITORING

The organization is required during a contract program period to monitor the subrecipients' use of funds. The organization will evaluate the subrecipients' risk of non-compliance with Federal statutes, regulations and terms and conditions of the subaward for purposes of determining the appropriate monitoring.

Subrecipients may be evaluated as higher risk or lower risk to determine the need for closer monitoring. When evaluating whether a subrecipient is higher or lower risk, the organization will consider:

- grants/subcontracts with complex compliance requirements have a higher risk of non-compliance
- the larger the percentage of program awards passed through, the greater the need for subrecipient monitoring
- larger dollar awards are of greater risk

Methods of monitoring may vary. Factors considered in determining the nature, timing, and extent of monitoring are as follows:

- a subrecipient's prior experience with the same or similar subawards
- results of previous audits, monitoring's, status of quarterly financial reports, communications regarding financial matters
- whether the subrecipient has new personnel or a new or a substantially changed financial system
- the extent and results of federal awarding agency monitoring

Generally, new subrecipients require closer monitoring. For existing subrecipients, closer monitoring may be warranted based on results noted during monitoring and subrecipient audits, a history of non-compliance as either a recipient or subrecipient, the factors listed above, or other factors related to the implementation of grant funding and fiscal practices.

### Non-Compliance

Subrecipients are required to comply with applicable federal and state laws, rules and regulations, and applicable policies and procedures adopted by federal funding agencies and the organization in effect during the contracting period. Failure to comply with such obligations may result in remedial consequences and corrective actions up to and including the reduction or termination of funding to the subrecipient. If remedial actions include reduction or termination of funding, those actions may only be made by the Executive Director, in consultation with Board of Directors.

### Record Retention and Access

Financial records, supporting documents, statistical records, and all other records pertinent to a Federal award will be retained for a period of three years from date of submission of the final expenditure report. There are exceptions listed under Subpart D, 200.333, of the uniform guidance.

The Federal awarding agency, Inspector General, the Comptroller General of the United States, or any other authorized representatives will have the right of access to any documents or other records to make audits, or examinations.

### Closeout

The Federal awarding agency will close-out the award when it determines that all administrative actions and work have been completed.

# APPENDIX E

## What Can Your RPC Do For You?

### What Can Your Regional Planning Commission (RPC) Do For You?

*The New Hampshire Association of Regional Planning Commissions (NHARPC) is the affiliation of the nine regional planning commissions (RPCs) in the state of New Hampshire. These RPCs include: Central NH Regional Planning Commission; Lakes Region Planning Commission; Nashua Regional Planning Commission; North Country Council; Rockingham Planning Commission; Southern NH Planning Commission; Southeast Region Planning Commission; Strafford Regional Planning Commission; and Upper Valley Lake Sunapee Regional Planning Commission.*

**T**he nine New Hampshire regional planning commissions collectively authored the following series of snapshots to illustrate the many ways in which they can support your local planning needs.

#### *Preface*

The primary role of a Regional Planning Commission (RPC) is to support local municipalities in their planning and community development responsibilities. This is done in a variety of ways such as:

- Assisting communities in preparing local planning documents,
- Providing technical assistance and general guidance to local land use boards,
- Helping to secure funding for transportation and other infrastructure projects,
- Working with municipalities to obtain and administer state and federal grant programs, and
- Reducing costs to municipalities through regional coordination and intermunicipal cooperation.

#### *Master Planning, Zoning and Land Use Regulation*

The Regional Planning Commission's provide a wide variety of local planning assistance to their member communities, notably master plan update support and assistance in zoning and land use regulation reviews and updates.

During the master plan update process and depending upon the needs of a community, RPC staff can provide assistance and guidance during the public outreach and data collection stage, assist in the preparation of individual chapters of the master plan and facilitate discussions regarding the development of policy recommendations. While the vision and land use chapters are the only required master plan chapters as

outlined in state statute, other sections that address topics such as housing, transportation, natural resources, economic development, and community facilities all provide a wide range of information and support to the plan's recommendations.

The recommendations included in the master plan's implementation chapter can often lead to updates to the zoning ordinance and/or regulations such as the subdivision or site plan review regulations. Some communities begin with a Planning Board "Process Audit" which seeks to determine how predictable and clear the Board's approval process is for applicants, and provide recommendations for improving the process. Ultimately, the measure of a master plan's success is the timely implementation of the plan's recommendations. RPCs can assist in that process.

#### *Circuit Riding*

Many New Hampshire communities have active local land use boards and committed volunteer board members but lack full-time professional planners on staff to support their needs. Other communities have professional staff but need specialized assistance or additional staff support. Several of the RPCs offer Circuit Rider services to help support local planning needs. A Circuit Rider is a professional planner employed by an RPC who provides support for local land use boards, usually planning boards, on a contractual basis. Support services typically include reviewing subdivision and site plan applications, drafting zoning ordinances and planning regulations, preparing warrant articles, and facilitating public meetings and hearings.

The benefits of using a Circuit Rider include flexibility, cost control and the ability to tap into the broader expertise of the RPC, its staff, and services such as GIS. Circuit Rider support is usually provided on a not-to-exceed contract basis, so expenditures are predictable and much of the cost is typically covered by applicants. Circuit Rider planners



can provide services to a local board for as little as a few hours a month to several hours a week depending on a community's needs and can also fill-in for vacant staff positions on a temporary basis. Currently, NRPC provides Circuit Rider services to three of our region's planning boards on a regular basis, supplemental staff support to one of our largest towns, and has recently begun providing Circuit Rider support to one of the area's more active conservation commissions. In the past, NRPC also provided Circuit Rider services for a local Zoning Board. Reach out to your local RPC to learn how they can help support your planning and land use goals.

### *Intermunicipal Coordination*

One of the essential aspects of regional planning is hosting a forum for intermunicipal coordination and cooperation. Communities are often grappling with similar issues and challenges. In the most recent year communities have had to navigate an ever-changing landscape. Strafford RPC (SRPC) communities kicked-off 2020 by discussing the collapse of the recycling markets and resultant impact on municipal budgets. Using the RPC Commission meeting as a forum, commissioners along with representatives of our communities gathered for a robust conversation about the current state of recycling and strategies each are deploying to reduce costs. This commission meeting was the catalyst for an ongoing Recycling Roundtable enabling municipalities to brainstorm potential collaborative actions.

As we neared the end of the 1<sup>st</sup> quarter of 2020 the conversation across all of NH shifted to the pandemic. SRPC's economic development team transformed its monthly local economic development directors' brownbag lunch into the Seacoast Economy calls. Municipal staff, Chambers of Commerce, and area economic development part-

niers met virtually, twice weekly, to share response ideas, triage questions they were receiving from constituents, and formulate ideas to support local businesses. Eight months later the Seacoast Economic Development Stakeholders continue to convene (weekly now) to plan for the future and share resources to promote regional economic recovery and resilience.

### *Transportation Planning*

Regional Planning Commissions are perhaps best known for Transportation Planning services. In both urban and rural corners of the state, the RPC's, through their transportation planning programs ensure an uninterrupted flow for federal construction dollars to our towns and cities. The RPC's provide professional transportation planning and technical assistance services to member communities in understanding the causes of, and potential solutions to, transportation related issues.

The most visible Transportation Planning role for the RPC's is through the States Ten Year Plan Process. The RPC's utilize extensive public outreach to provide NHDOT a fiscally constrained, prioritized list of transportation priorities based on local and regional needs. In addition, the RPC's provide a direct conduit to federal



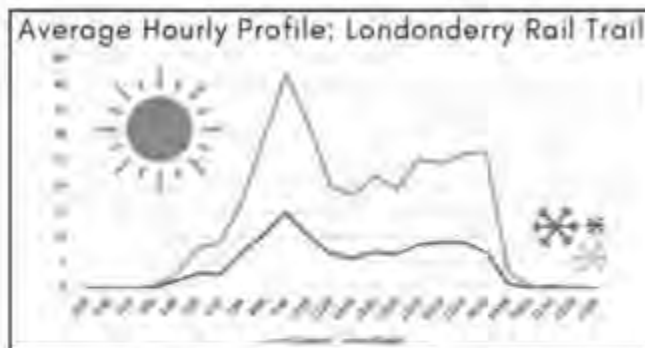
Pyro Bar Bicycle/Pedestrian Counter on Elm Street, Manchester, NH

transportation dollars that can be used to improve intersection safety and operations, better air quality and expand access and mobility for those dependent on transit, bicycle or pedestrian facilities.

Finally, as a valued member of an RPC, your community has access to decades of transportation planning experience. The transportation planning staff at each RPC can bring valuable services to your community including transportation content for your master plan, transportation data collection, congestion analyses as well as corridor and parking studies.

### *Bicycle and Pedestrian Counting*

Bicycle and pedestrian counting programs have significantly expanded among the RPCs and can capture data on a myriad of trails and sidewalks,



**Example of seasonal data on the Londonderry Trail**  
In August 2018 and February 2019. As one would expect, there are far fewer users in cold weather months. Interestingly, however, daily peaks of 9:00 am and 4-6 pm remain very similar.

**RPC from page 29**

To collect this data, Southern New Hampshire Planning Commission (SNHPC) has purchased two Pyro Boxes, developed by the French company Eco Counter. This equipment uses infrared technology and a high-precision lens to detect sidewalk and trail users by their body temperature.

Bicycle and pedestrian counting is free of charge to municipalities that are members of their RPC and produces high-quality data that can be used to capture seasonal trends, plan for future bicycle/pedestrian infrastructure and even analyze event attendance. Results are then shared with stakeholders and the public. For example, in August 2020, the Town of Derry used SNHPC bicycle-pedestrian data to support improvements to the Town's rail trail. SNHPC staff had installed counters at two locations along the rail trail, which averaged around 563 people per day during the month of June.

The RPCs accept requests for counts all year long. SNHPC has made available an interactive map of past locations and data on its website at: <https://www.snhpc.org/transportation/bicyclepedestrian/pages/bikepedestrian-counting-program>

### ***Housing Build-Out and Suitability Analyses***

As housing continues to be an important need, RPCs have continued working on the frontlines to address the issues municipalities and regions face in regard to housing. For many years RPCs have been addressing the housing issue through Housing Needs Assessments. With the expanding skillsets and talents of RPC staff and recent developments in GIS software, RPCs have grown to better support our communities through housing Build-Out and Suitability Analyses.

These tailored analyses help our communities see where potential growth can occur and how minor changes to regulations could stimulate growth. This is important in decision making about land use and zoning regulations. While these types of analyses have been available for quite some time at RPCs, we continue to evolve our visuals and maps to better engage the community and encourage an understanding of what solving the housing crisis in New Hampshire could look like. Engagement is key to community vitality and visioning. RPCs are using their extended skillsets to collect and analyze data, report findings, develop strategies, and present it to the general public in ways that can be understood through visuals, public outreach and various types of media.

### ***Economic Development Planning***

Today more than ever, businesses and communities alike recognize that our local economy must be a nimble and ever-changing system to thrive. Through economic development work RPCs aid businesses, industries and communities in adjusting to changing conditions by identifying projects, partners and funding opportunities that strengthen our economy based on

existing assets and needs. RPCs assist with project planning, grant identification and administration, connection to resources, and strengthening partnerships to improve New Hampshire's economy.

In the case of Northumberland, North Country Council's (NCC) work helped create redevelopment and marketing plans for a former paper mill site in order to reestablish the site as a hub for jobs and put the brownfield property back into productive use. NCC staff partnered with the community to identify a new strategic vision for the site and their community. Alongside local, state and federal partners, NCC worked to bring critical water and wastewater infrastructure to the property in order to realize a new future for the site as an industrial park, and attract growing markets and business tenants. Moving forward, NCC will be working within the region to develop an economic development recovery and resiliency plan as we continue to assess the impact of COVID-19 with support from the CARES Act.

### ***Emergency Management Planning***

For over 20 years, NH's RPCs have provided on-going support in assist-



Example of a downtown village where LMSRPC staff used visuals and local regulations to show what adding housing could look like in this community.



ing municipalities in maintaining up-to-date local emergency management plans. *Hazard Mitigation Plans* are designed to address impacts of natural and man-made hazards. Such plans reference past hazards and anticipate potential for future events such as susceptibility of low-lying areas to flooding or exposed slopes to landslides. The plans identify and prioritize hazards and develop strategies to mitigate impacts such as right-sizing culverts to minimize road washouts and installing warning systems. *Emergency Operations Plans* focus on the chain of command and responsibilities relative to Emergency Support Functions (ESFs) including Transportation, Communications, Search and Rescue, and more. These plans provide clarity regarding responsibilities for each of the ESFs in order to maintain continuity of operations during a time of emergency when public safety is at stake and tensions can run high.

Through a partnership involving NH Homeland Security and Emergency Management and the Federal Emergency Management Agency, RPCs have trained staff that work with local committees comprised of those most familiar with local conditions. Furthermore, these plans are expected to be updated on a five-year basis in order to maintain a community's eligibility for funding relief in the event of a disaster declaration.

### ***Water Resource Planning***

In New Hampshire, there is a strong ethic toward protecting and maintaining clean potable water. We know that high water quality is not just an environmental and quality of life issue, but it is an essential component to our healthy economic development and land valuation. RPCs, like the Lakes Region Planning Commission (LRPC), provide a variety of assistance to communities on managing water quality. One way we do this is

by competitively applying for federal Clean Water Act funding through the New Hampshire Department of Environmental Services. In the last several years, LRPC has assisted at least a half dozen communities in updating their source water protection zoning ordinances and maps. Many communities update their water sources over time, but forget to update their zoning overlay maps and district descriptions, which can lead to enforcement issues.

Another major way that RPCs assist communities and homeowner groups in maintaining high-quality water is through comprehensive watershed management plans and river management corridor studies. LRPC continues to work with partners to host an Interactive Winnepesaukee Watershed Management Plan, and they recently assisted with the completion of the Squam Lakes Watershed Manage-

ment Plan. RPCs provide important outreach to community leaders, town planners and other important stakeholders, like the New Hampshire Department of Transportation. They provide mapping support, including build-out analyses, and assist with water quality testing protocols and coordination with state entities. There are many other additional ways that the RPCs can help your community with your water quality goals, and are always there to help.

### ***Learn More***

Want to learn more about your regional planning commission and the services offered? Visit the NH Association of RPCs online at [www.nharpc.org](http://www.nharpc.org) where you can read about services, find your region, and take a virtual tour of the RPCs.



# APPENDIX F

## BY-LAWS

Amended

April 1982 | June 1998 | April 2008 | October 2017

June 2022 | March 2023 | October 2023

### ARTICLE 1. LEGAL BASIS FOR PLANNING COMMISSION

- 1.1 The legal basis for the Regional Planning Commission is contained in Chapter 36:45 of N.H. RSA.
- 1.2 The legal basis for the provision of technical assistance is contained in Chapter 292 of N.H. RSA.

### ARTICLE 2. NAME

- 2.1 The name of this Regional Planning Commission shall be:

**“LAKES REGION PLANNING COMMISSION”**

### ARTICLE 3. PURPOSE

- 3.1 The purpose of the Lakes Region Planning Commission (LRPC) shall be to promote the growth and prosperity of cities, towns, and villages in the Lakes Region. This purpose will be advanced by promoting a spirit of regional cooperation and decision making; providing technical assistance, on request, to member communities; and otherwise serving as a regional planning commission as set forth in RSA 36:45-58.

### ARTICLE 4. REPRESENTATION OF MEMBER MUNICIPALITIES AND THE COUNTIES

- 4.1 Each municipality and county which shall become a member of the Lakes Region Planning Commission shall be entitled to representation on said Commission as provided by Chapter 36:46 of N.H. RSA.

- 4.2 Representation

Representation on the Commission shall be by: Commissioners, Alternate Commissioners, and Associate Commissioners. Commissioners to the Lakes Region Planning Commission shall be persons from municipalities comprising Planning and Development Region #2 as delineated by Governor's Executive Order, which have fully paid current assessments.

- 4.3 Alternate Commissioners

Each member municipality or county may appoint an Alternate Commissioner, who shall be authorized to act as Commissioner for the municipality in the absence of a Commissioner. In no case shall the total number of votes cast by a municipality or county exceed the authorized number of Commissioners.

#### 4.4 Associate Commissioners

Municipalities, which have not paid current assessments, or which are otherwise ineligible for full voting membership but are nevertheless interested in Regional Planning, may be Associate Members and appoint Associate Commissioners to the Commission. The Lakes Region Planning Commission may also, by vote, accept as Associate Commissioners any person who has an interest in Regional Planning.

### ARTICLE 5. VOTING PRIVILEGES

- 5.1 Commissioners shall have full voting privileges and shall be eligible to hold any office in the Commission, except those for which remuneration is provided. Alternate Commissioners may exercise the voting privileges of an absent Commissioner from his municipality or county.

### ARTICLE 6. FINANCES

#### 6.1 City and Town Appropriations to the Commission

The Commission shall prepare an annual budget and shall determine on a reasonable and equitable basis, in relation to the current state valuations and population of municipalities, the amount to be paid by each member. The amount to be paid by each member shall be certified to its municipal officers in sufficient time to allow an appropriation to be made. The failure of a member to appropriate and pay the amount determined by the Commission within a year of the mailings of the assessment notice terminates its membership except as provided under Section 4.4.

### ARTICLE 7. COMMISSION STRUCTURE, DUTIES, AND RESPONSIBILITIES

#### 7.1 Commission Structure

The Commission shall be comprised of appointed Commissioners from each member municipality having voting rights as established by these By-Laws. Commissioners shall not be reimbursed for their services, but may be reimbursed for expenses incurred on behalf of the Commission upon approval of the Executive Director.

#### 7.2 Appointment of Commissioners

Each member municipality is entitled to two (2) representatives (three (3) for populations over 10,000) plus an alternate who may act and vote as a Commissioner in the absence of the Commissioner from their own municipality. Commissioners are voluntary representatives nominated by the planning board and appointed by the governing body of each member municipality as established under RSA 36:46-III. The governing body shall provide written notification of the appointment to the LRPC in a timely manner.

#### 7.3 Commissioner Term of Office

Commissioners serve 4-year terms, but initial appointments are staggered terms of 2 and 4 years (2, 3 and 4 years for municipalities that are entitled to three or more representatives). A term is set upon the initial appointment of a vacant position and carries through with that position (not the appointee) until such time as the position becomes vacant for a period of six months after the term expires, whereby a new term will be determined upon filling the vacancy.

#### 7.4 Commissioner Vacancies

Vacancies shall be filled in the same manner as in Section 7.2. If the vacancy being filled has a balance of term from a prior Commissioner, a new appointee would assume the balance of that term.

#### 7.5 Officers

The officers of the Commission shall include a Chair, a Vice Chair, a Treasurer, and a Secretary. *See also Article 8.*

#### 7.6 Duties

The Commission shall be the policy making body and, as such, shall establish positions to be taken on all matters of regional importance, shall determine the goals and objectives for the regional planning program, and shall review and approve the annual work program and budget which shall provide the operational framework for the Executive Board.

#### 7.7 Standing Rules

The Commission may adopt Standing Rules for the purpose of establishing employee policies, financial procedures, and other Commission policies. Such Rules may be amended by a majority vote of the Executive Board at any regular meeting.

#### 7.8 Responsibilities

7.8.1 Commissioners are required to sign a Commitment to Serve and a Conflict of Interest document which will be provided by the LRPC upon receipt of the appointment notice. The Conflict of Interest document shall be updated annually.

7.8.2 Commissioners are responsible for reviewing the Commissioner Handbook which will be provided by the LRPC upon receipt of the appointment notice. The Commissioner Handbook provides various helpful information such as directories of LRPC staff, Commissioners, Executive Board members, and officers.

7.8.3 Commissioners shall attend all regular meetings of the Commission. In the event a Commissioner misses three (3) consecutive regular meetings, the appointing authority shall be notified in writing by the Executive Board.

### ARTICLE 8. EXECUTIVE BOARD STRUCTURE, DUTIES, AND RESPONSIBILITIES

#### 8.1 Executive Board Structure

The Executive Board shall consist of the previously mentioned four (4) officers (*see Section 7.5*), four (4) Area Commissioners, up to four (4) At Large Commissioners, and two (2) alternates as elected by the Commission. The Area Commissioners shall each reside within and represent one of the four (4) geographic areas within the LRPC Region as shown in Fig. 1 (Area Map). The four (4) At Large Commissioners shall provide the same geographic representation insofar as possible.

## 8.2 Nomination of Executive Board

A Nominating Committee of up to five (5) Commissioners shall be appointed by the Executive Board of the Commission at least one hundred eighty (180) days in advance of the annual commission meeting. The Nominating Committee shall consider the interest, ability, and residency of Commissioner members in serving as members of the Executive Board. It shall also be the responsibility of the Nominating Committee to nominate officers and alternates. The Executive Board, officers, and alternates shall be nominated from the then current pool of Commissioners. This information shall be used in preparing a ballot to be submitted to the Commission. The Nominating Committee may nominate one or more candidates for each office.

## 8.3 Election of Executive Board & Terms of Office

### 8.3.1 Officers

In accordance with RSA 36:48, the Chair, Vice Chair, Secretary, and Treasurer shall be elected annually. Elections shall be held every year in the same manner as the Executive Board members defined in Section 8.3.2 below.

### 8.3.2 Area and At Large Commissioners

Area and At Large Commissioners of the Executive Board shall be elected by the affirmative written ballots of a majority of the Commissioners voting at the annual meeting every two (2) years. Commissioners may vote for any qualified Commissioner, whether or not nominated by the Nominating Committee. In the event of a tie, the office will be determined by lot. The results of the ballots shall be totaled and announced at said meeting.

### 8.3.3 Executive Board Alternates

The Commission may also elect up to two (2) alternate members to serve on the Executive Board who shall have all the rights and responsibilities of an Executive Board member, including attendance at Executive Board meetings, but who shall only become a voting member when seated by the Chair to fill a vacancy in order to achieve a quorum. Alternates shall be elected every two (2) years in conjunction with and in the same manner as the Executive Board members defined in Section 8.3.2 above.

### 8.3.4 Executive Board Terms of Office

The term of office for Executive Board officers shall begin immediately after the annual meeting at which they are declared elected, and shall end immediately after the annual meeting of the following year; officers shall hold office until their successors have been elected and assume the duties of the office.

The term of office for Area Commissioners, At Large Commissioners, and Alternates shall begin immediately after the annual meeting at which they are declared elected, and shall continue for two (2) years ending immediately after the annual meeting of the next election.

#### 8.4 Executive Board Vacancies

The Executive Board Chair, or in the absence of the Executive Board Chair the presiding member, may temporarily fill any vacant position on the Executive Board occurring between elections. Temporary Executive Board members shall hold office for the balance of the term for which they are appointed or until their successors are elected at the next applicable annual meeting and assume the duties of the office.

#### 8.5 Duties of Executive Board

8.5.1 The Executive Board shall be responsible for the carrying out of the annual work program within the budget as approved by the Commission.

8.5.2 For this purpose, the Executive Board is authorized to take all actions necessary to implement the work program including, but not limited to, approving contracts in the name of the Commission, and publicizing the position of the Commission on matters of concern to local and regional planning organizations.

8.5.3 The Chair shall call meetings of the Commission and the Executive Board and shall preside over these meetings. The Chair shall, except as otherwise provided, create and discharge standing committees and special committees, and serve as a non-voting ex-officio member of all committees – except in the case of a tie when a vote shall be required. The Chair shall also perform such other duties as are customary to the office.

8.5.4 The Vice Chair shall act as Chair in the absence or incapacity of the Chair.

8.5.5 The Secretary shall perform such duties as are customary to the office, including responsible direction of such secretarial duties as are assigned by these By-Laws, and shall put into effect the directives of the Commission. The duties of the Recording Secretary may be assigned to the Commission's staff by the Commission. In the absence of the Secretary at any meeting, a Secretary *Pro Tem* may be appointed by the Chair, at their discretion, for that meeting.

8.5.6 The Treasurer shall perform such duties as are customary to the office, including responsible direction of such financial duties as are assigned by these By-Laws and shall put into effect the directives of the Commission.

8.5.7 The Treasurer, Chair, and Vice Chair shall be bonded for the faithful performance of their duties if and when so voted by the Commission, in an amount to be determined and approved by the Commission. The premiums for such bonds shall be paid from Commission funds.

8.5.8 It is the duty of Area Commissioners to convene area meetings and bring issues of local concern to the attention of the Executive Board, along with representing the interest of the Commissioners in their area on any matters that may come to a vote before the Executive Board. It is also the responsibility of Area Commissioners to bring certain matters as requested by the Executive Board to the attention of the Commissioners within their area for consideration and recommendations.



---

## ARTICLE 9. MEETINGS

### 9.1 Commission Meetings

There shall be at least two (2) meetings per year of the entire Commission to be held at a time and place as determined by the Executive Board, which shall best serve the convenience of the greatest number of Commissioners. The annual meeting shall be held in June.

### 9.2 Area Commission Meetings

There shall be at least one (1) meeting per year of the entire Commission to be held in each of the four (4) areas.

### 9.3 Additional Meetings

Additional meetings may be called by the Chair or by a majority vote of the Executive Board.

### 9.4 Notice of Commission Meetings

Seven (7) days' notice of all meetings of the Commission shall be provided by the Secretary or Executive Director to all Commissioners, Alternate Commissioners and Associate Commissioners except in an emergency when, with the approval of a majority of the Executive Board, the Chair may call a meeting on shorter notice. Distribution of a calendar of meetings shall meet the requirement for a meeting notice if a reminder is distributed to the Commissioners prior to each meeting.

### 9.5 Executive Board Meetings

Meetings of the Executive Board shall be called by the Chair as frequently as, in his/her judgment, the accumulation of business to be transacted shall demand, and at places and times to be determined by him/her.

### 9.6 Notice of Executive Board Meetings

Seven (7) days' notice of all meetings of the Executive Board shall be provided by the Secretary or Executive Director to all Executive Board members, except in an emergency when the Chair may call a meeting on shorter notice. Distribution of a calendar of meetings shall meet the requirement for a meeting notice if a reminder is distributed to the Executive Board members prior to each meeting.

### 9.7 Minutes of Meetings

Minutes of all meetings of the Commission and the Executive Board shall be kept by the Secretary or a person designated by the Executive Board.

### 9.8 Quorum

Except in cases of emergency as defined in RSA 91-A: 2, III (b), a quorum of the Commission or Executive Board (or any other committee or subcommittee) shall be established by the physical presence of the percentage recognized below at the location specified in the meeting notice.

9.8.1 Commission and Area Meetings

Commissioners from 51% of dues-paying municipalities that have voting privileges, and that have appointed at least one (1) Commissioner, shall constitute a quorum.

9.8.2 Executive Board Meetings

Fifty-one percent (51%) of the elected or Board appointed members shall constitute a quorum.

9.9 Parliamentary Procedures

Roberts Rule of Order, as amended, shall govern in questions of parliamentary procedure, except as herein otherwise provided.

9.10 Membership's Electronic Participation in Meetings

9.10.1 The Commission and the Executive Board (and any other committee or sub-committee that may be established) may, but is not required to, allow one or more members of its body to participate in a meeting by electronic or other means of communication for the benefit of the public and the governing body, subject to the provisions of RSA 91-A:2, III.

9.10.2 To follow the provisions of RSA 91-A:2, III, for a Commissioner or Executive Board member (or any other committee or sub-committee member) to participate in a meeting electronically or otherwise, the following must occur:

- a. Each member participating electronically must articulate for the minutes why they cannot physically attend the meeting (i.e. the member cannot participate due to work, health, or personal reasons).
- b. Each member participating electronically must identify other people present in the location from which the member is participating.
- c. Each part of the meeting required to be open to the public must be audible or otherwise discernable such that each member participating electronically must be able to simultaneously hear and speak to each other during the meeting as well as with those in physical attendance at the meeting location.
- d. All votes taken during such meeting shall be by roll call and recorded in the minutes.

ARTICLE 10. STAFF

10.1 The staff of the Commission shall include an Executive Director.

- 10.2 The Executive Director shall annually prepare and submit to the Executive Board a recommended schedule of personnel required to carry out the annual work program. Such schedule to include – at a minimum – the number of positions, job description, and salary range.
- 10.3 The Executive Director shall take action as required on the recommended schedule for submission to the Commission as part of the annual work program and budget.
- 10.4 Any contract previously approved by the Executive Board may be signed by the Executive Director. If approval is given orally, it shall be confirmed in writing within thirty (30) days.
- 10.5 The Executive Director shall prepare an annual written report which shall be presented to the Commission at its first meeting following the Annual Meeting, including an audited statement by a C.P.A. as of June 30<sup>th</sup>. The Executive Director shall also submit monthly financial reports to the Executive Board.
- 10.6 The Executive Director shall be responsible for filling the approved staff positions in a manner consistent with the Commission's personnel policies.
- 10.7 The Executive Director shall be in charge of the office and all employed or contracted staff; shall conduct a regional planning program subject to the approval of the Executive Board; shall be in charge of all general correspondence of the Commission; shall prepare an annual budget, including estimated revenues and expenditures for the fiscal year, to be reviewed by the Executive Board prior to submission for approval by the Commission; and shall keep accounts which shall at all times be open to inspection by the Officers and Executive Board and which shall be submitted for annual auditing as prescribed by the Executive Board. The Executive Director shall be bonded for the faithful performance of his/her duties and shall further undertake such other duties as the Executive Board shall assign to him/her.
- 10.8 Staff members shall not have voting powers in Commission affairs, but are expected to faithfully advise the Commission within the scope of their expertise.

#### ARTICLE 11. AMENDMENTS

- 11.1 By vote of the Executive Board or by a majority vote of the Commissioners, a proposed amendment to the By-Laws shall first be submitted to the Commissioners in preliminary form for consideration and comment for a period of not less than thirty (30) days. Not later than thirty (30) days after this period, the Executive Board shall submit to the Commission a report summarizing any comments received by, and any recommendations of, the Executive Board along with the proposed amendment in final form as a written ballot. Adoption of any amendment shall require a quorum and the affirmative vote of two-thirds (2/3) of the Commissioners present and voting.

#### ARTICLE 12. SAVING CLAUSE

- 12.1 Any portion of these By-Laws found to be contrary to law shall not invalidate other portions.

# APPENDIX G

## 2015-2020 Transportation Plan Summary

### Transportation

*Transportation needs far outweigh available resources ... especially for remote rural areas*

- Over 60 percent of New Hampshire's major rural roads are in poor to mediocre condition. Nearly one third of New Hampshire's rural bridges are structurally deficient or functionally obsolete. Rural areas are at risk.
- Research shows that driving on poor roads costs New Hampshire's motorists an extra \$259 per driver (\$267 million annually).
- Vehicle travel on New Hampshire's major highways increased 32 percent between 1990 and 2008, rising from 9.8 billion vehicle miles traveled (VMT) in 1990 to over 13 billion miles statewide.
- The region's population will age ... and the Lakes Region has few transportation alternatives to the private automobile.
- A significant challenge in the Lakes Region is the poor state of repair of secondary and unnumbered state routes. Sections of the following roads are of concern: NH 25B, NH 109, NH 113, NH 171, NH 175; and the three state routes leading to Freedom village center: Moulton Road, Old Portland Road, and Cushing Corner Road.



- Recent examples of complementary land use and transportation projects include:  
Lakes Region Trail Connector, Newfound Lake Pathways, Northern Rail Trail;  
Belmont and Bristol downtown improvements;  
Upgraded road standards in Sanbornton and Center Harbor;  
Northfield and Moultonborough Safe Routes to School travel plans;  
Ashland, Center Harbor, Gilford, Meredith, Ossipee, and Tilton Road Safety Audits;  
Barnstead, Moultonborough and Ossipee Road Surface Management System inventories;  
Meredith and Wolfeboro Context Sensitive Solutions state route planning efforts.

*The Lakes Region Plan supports transportation planning that establishes priorities in a regional context.*

The LRPC and the NH Association of Regional Planning Commissions monitor the impacts of proposed transportation related legislation, especially dealing with increases to funding sources dedicated to transportation projects. The LRPC Transportation Advisory Committee (TAC) monitors necessary transportation infrastructure improvements in the region and identifies funding shortfalls. The TAC supported the Bristol transportation enhancement project which provides for a pedestrian and vehicular friendly environment in the village center.



---

# APPENDIX H

## Definition of Smart Growth

“Smart growth” means the control of haphazard and unplanned development and the use of land which results over time, in the inflation of the amount of land used per unit of human development, and of the degree of dispersal between such land areas. “Smart growth” also means the development and use of land in such a manner that its physical, visual, or audible consequences are appropriate to the traditional and historic New Hampshire landscape. Smart growth may include denser development of existing communities, encouragement of mixed uses in such communities, the protection of villages, and planning so as to create ease of movement within and among communities. Smart growth preserves the integrity of open space in agricultural, forested, and undeveloped areas. The results of smart growth may include, but shall not be limited to:

- I. Vibrant commercial activity within cities and towns.
- II. Strong sense of community identity.
- III. Adherence to traditional settlement patterns when siting municipal and public buildings and services.
- IV. Ample alternate transportation modes.
- V. Uncongested roads.
- VI. Decreased water and air pollution.
- VII. Clean aquifer recharge areas.
- VIII. Viable wildlife habitat.
- IX. Attractive views of the landscape.
- X. Preservation of historic centers.



---

# APPENDIX I

## Natural Resources Report: Goals and Objectives

### Land Use

---

**Goal:** *Protect, preserve, and enhance the rural character, spectacular vistas, and the historical, man-made, and natural resources of the region.*

**Objectives:**

- Educate the public on the merits of smart growth initiatives
- Direct development toward existing communities (development centers and neighborhoods) to enhance the rural character, provide settings for spectacular vistas, and balance the man-made, historical, and natural resources
- Maintain and/or increase the quantity and quality of open spaces to enhance spectacular vistas
- Maintain and/or increase the number, type and variety of conservation lands, recreational opportunities, and wildlife habitats
- Establish and maintain a land use inventory for each town
- Minimize fragmentation through conservation programs to protect open spaces and maintain interconnecting corridors to form a continuous network of large contiguous undisturbed tracts
- Establish natural buffer screens for development along hillsides and ridges

### Water

---

#### Lakes and Rivers

**Goal:** *Protect and improve the quality of lakes and river within the Lakes Region utilizing management practices that represent the most economical and effective way to protect water quality.*

**Objectives:**

- Educate the public on water quality issues
- Manage lakes and streams on a watershed basis, transcending political boundaries.
- Maintain long-term water quality monitoring of lakes and streams to document trends and compliance with applicable water quality standards
- Bring all surface waters into compliance with State and Federal water quality standards. Maintain full compliance once standards are met
- Monitor levels of acidity in the region's water bodies and develop a strategy to minimize the region's contribution to acid deposition
- Develop consistent regional actions to protect the quality of the waters and shorelands and enhance the natural and scenic values of shoreland areas
- Promote forestry practices in the buffer areas of lakes and streams to enhance water quality
- Actively manage invasive species through research, monitoring, and boat inspection
- Identify and minimize non-point source pollutants through effective development regulations and stormwater management programs
- Maintain existing unfragmented forestland, contiguous to lakes and streams

---

## Wetlands

**Goal:** *Maintain the overall function and value of the region's wetlands.*

**Objectives:**

- Educate the public on the merits of wetland protection
- Encourage the local identification and designation of prime wetlands
- Integrate wetland protection with shoreland protection programs
- Manage and eliminate invasive species to restore wetlands
- Maintain the overall acreage of wetlands
- Identify, maintain, and protect seasonal vernal pools as a critical component of habitat protection
- Maintain existing unfragmented forestland, contiguous to wetlands
- Complete local identification and state designation of prime wetlands for all 30 Lakes Region towns

## Groundwater - Aquifers

**Goal:** *Maintain and protect the quantity and quality of the Region's ground water resources*

**Objectives:**

- Educate the public on the importance of aquifer recharge and reducing non-point source pollution from road salts, fertilizers, pesticides, and hazardous wastes
- Educate the public on the merits of protecting the quality and quantity of ground water supplies
- Establish those practices and limitation of land uses that will best protect the quality and quantity of ground water and aquifers
- Establish ground water protection areas around public drinking water supplies
- Lobby state government to exact a per gallon fee for the commercial, non-municipal, extraction of water for consumption
- Require regional review for proposed significant ground water withdrawals to assess long-term regional impacts
- Establish in local regulations those policies that identify, protect and best utilize local and regional ground water resources
- Identify and map properties that overlay ground water sources and/or contain ground water recharge areas
- Establish local buffer protection requirements and enforcement around ground water resources
- Establish aquifer overlay districts with protective ordinances
- Establish additional local hazardous waste collection programs and facilities
- Establish local ordinances for earth and stone excavations

---

## LAND

### Soils

**Goal:** *Identify soil types in the Lakes Region and their best utilizations.*

**Objectives:**

- Educate the public on the merits of identifying the best soil types for the best uses
- Maximize the soils' natural potential by identifying the best soil types for the best uses

---

### Agricultural Lands

**Goal:** *Preserve and protect agricultural lands for food production, education, open space, and recreation.*

**Objectives:**

- Educate the public on the merits of protecting agricultural lands
- Protect producing agricultural lands from further development
- Protect agricultural lands for open spaces and recreational purposes
- Integrate agricultural lands with other unfragmented natural lands and wildlife corridors
- Create buffers around prime agricultural lands
- Support local ordinances which encourage the development of economic outlets for farmers including community farmers markets and private farm stands

---

### FORESTS

**Goal:** *Facilitate management practices to ensure high quality forests that heighten the aesthetic character, economy, and biodiversity of the region.*

**Objectives:**

- Educate the public on the qualities and benefits from forests
- Manage the existing quantity and quality of woodlands to ensure and increase biodiversity
- Manage the existing quantity and quality of woodlands to maintain the aesthetic character of the region
- Manage the existing quality of woodlands to increase the economic benefits within the region
- Promote large blocks of forests to provide crucial interior wildlife habitat
- Use best management forestry practices
- Protect and enhance the existing quantity and quality of woodlands to ensure and increase biodiversity

### Conservation and Public Lands

**Goal:** *Maintain and enhance open space, conservation, and public lands.*

**Objectives:**

- Educate the public on available conservation programs and public trusts
- Increase the amount of conservation and public lands to connect to contiguous tracts of open space
- Increase conservation and public lands for wildlife and natural habitat protection
- Increase conservation and public lands for recreational activities

### Unfragmented Lands

**Goal:** *Maintain and enhance the quantity and quality of unfragmented lands.*

**Objectives:**

- Educate the public on the merits of unfragmented lands
- Increase the quantity and quality of unfragmented lands
- Maintain the configuration of lands to preserve ecosystem functioning (e.g., greenways, waterways, and wildlife corridors) while enhancing economic, and recreational opportunities (e.g. hunting, fishing, and trailways) on a local and regional scale
- Increase the size of unfragmented lands by connecting with other lands to create contiguous tracts of open space

---

**Natural Communities**

**Goal:** *Maintain and enhance natural habitat for rare, endangered, and diminishing species.*

**Objectives:**

- Educate the public on threatened, rare and endangered species
- Designate natural corridors which preserve ecosystem functioning Create large blocks of woodlands with diverse wood types to provide crucial interior habitat for wildlife that require undisturbed forest environments
- Decrease pollutants so that wildlife has access to shelter, food supply, and clean water

# APPENDIX J

## Commitment to Serve Policy



### LAKES REGION PLANNING COMMISSION

#### COMMITMENT TO SERVE

Recognizing the important responsibility I am undertaking in serving as a Commissioner of the Lakes Region Planning Commission, I hereby personally pledge to carry out, in a trustworthy and diligent manner, all the duties and obligations inherent in my role as a Commissioner.

#### MY ROLE

I acknowledge that my primary role as a Commissioner is (1) to contribute to the defining of the Lakes Region Planning Commission mission and governing the fulfillment of that mission, and (2) to carry out the functions of Commissioner described in the "Your Job as a Commissioner" Section of the Commissioner Handbook and in Section 7.6 (and 8.5, as applicable) of the By-Laws.

My role as a Commissioner will focus on the development of broad policies that govern the implementation of institutional plans and purposes. This role is separate and distinct from the role of the Executive Director to who is delegated the determining of the means of implementation.

#### MY COMMITMENT

I will exercise, to the best of my ability, the duties and responsibilities of this role with integrity, collegiality and due care.

#### I COMMIT

1. To establish as a high priority my attendance at all meetings of the Commissioners, committees, and task forces on which I serve.
2. To come prepared to contribute to the discussion of issues and business to be addressed at scheduled meetings, having read the agenda and all background support material relevant to the meeting.
3. To work with and respect the opinions of my peers who also serve as Commissioners, and to leave my personal prejudices out of all commission discussions.
4. To always act for the good of this organization.
5. To represent the LRPC in a positive and supportive manner at all times and in all places.
6. To display courteous conduct in all Commissioner, committee, and task force meetings, and to adhere to recognized meeting procedures.
7. To refrain from intruding on administrative issues that are the responsibility of management, except to monitor the results and prohibit methods not in congruity with LRPC policy.



LRPC  
Commitment to Serve  
Page 2 of 2

8. To avoid conflicts of interest between my position as a Commissioner and my personal life. If such a conflict does arise, I will declare that conflict before the Commission and refrain from voting on matters in which I have a conflict.
9. To support in a positive manner all actions taken by vote by the Commission.
10. If I chair a committee or a task force, I will:
  - a. Call meetings as necessary until objectives are met.
  - b. Ensure that the agenda and support materials are mailed to all members in advance of the meetings.
  - c. Conduct the meetings in an orderly, fair, open, and efficient manner.
  - d. Make committee and task force progress reports/minutes to the Executive Board at its scheduled meetings, using the adopted format.
11. To participate in retreats, workshops, seminars, and other educational events that enhance my skills as a Commissioner.
12. To report the activities of the LRPC to my local Board of Selectmen and Planning Board on a regular basis.

If for any reason, I find myself unable to carry out the above duties as best as I can, I agree to resign my position as Commissioner.

Date: \_\_\_\_\_

Commissioner Signature: \_\_\_\_\_

Commissioner Printed Name: \_\_\_\_\_

LRPC/HR/000014

# APPENDIX K

## Conflict of Interest Policy



### LAKES REGION PLANNING COMMISSION

#### CONFLICT OF INTEREST POLICY

The following shall govern the conduct of Commissioners of the Lakes Region Planning Commission (LRPC).

**I. Declaration of Policy**

It is the policy of the LRPC that no Commissioner shall have any interest, financial or otherwise, direct or indirect, engage in any business transaction or professional activity, or incur any obligation of any nature which is in substantial conflict with the proper discharge of his or her duties. To implement this policy and to enhance the faith and confidence of the people of the region in their planning commission, this policy sets forth standards of conduct required of LRPC Commissioners in the performance of their official duties.

It is declared to be the policy of the LRPC that Commissioner are bound to perform their duties efficiently and faithfully under the laws of the state of New Hampshire. Commissioners are bound to observe the highest standards of ethics consistent with this policy regardless of personal considerations, recognizing that promoting the public interest and maintaining the respect of the people in their local municipalities must be of foremost concern.

**II. Definition**

"Conflict of Interest" shall mean a situation, circumstance, or financial interest which has the potential to cause a private interest to interfere with the proper exercise of a public duty.

**III. Conflict of Interest**

Commissioners shall avoid conflicts of interest or the appearance of a conflict of interest. Commissioners shall not participate in any matter in which they, or their spouse or dependents, have a private interest which may directly or indirectly affect or influence the performance of their duties.

**IV. Misuse of Position**

No Commissioner shall disclose or use confidential or privileged information for personal benefit or for financial gain. Commissioners shall not use their positions with the LRPC to secure privileges or advantages for themselves which are not generally available to the public, or to secure privileges or advantages for others.

**V. Acceptance and Giving of Gifts**

No Commissioner or their spouse or dependents shall give, solicit, accept or agree to accept a gift or favors from any person or entity who is subject to or likely to become subject to or interested in, any matter or action pending before or contemplated by the Commission or by the LRPC as a whole.

**VI. Financial Disclosure**

To ensure that the performance of official duties does not give rise to a conflict of interest or the appearance of a conflict of interest, Commissioners shall file an annual Conflict of Interest Disclosure, listing financial and organizational interests which might cause a conflict of interest.

LRPC  
Conflict of Interest Policy  
Page 2 of 2

Financial and organizational interests which might cause a conflict of interest.

---

---

---

---

---

Date: \_\_\_\_\_

Commissioner Signature: \_\_\_\_\_

Commissioner Printed Name: \_\_\_\_\_

# APPENDIX L

## Social Media Policy

1. Purpose of this Policy:

The primary mission of the Lakes Region Planning Commission's social media efforts is to provide information on regional services and programs to the general public in a timely manner on a regular and emergency basis. The purpose of this policy is to set guidelines related to social media sites and applications.

2. Definitions:

Social Media: Any blogs, other types of self-published online journals and/or Web-based discussion forums and networking platforms. LRPC supports social media as a method to promote its services and resources. Examples are, but not necessarily limited to: Facebook, Pinterest, YouTube, Instagram, Twitter, etc.

3. Policy:

It is the policy of the Lakes Region Planning Commission to ensure that certain standards are set with respect to social media to serve residents in a positive, productive manner. LRPC supports the use of social media as an effective method to communicate information to its citizens regarding its regional events and educational materials.

4. Procedures:

- A. The creation of Lakes Region Planning Commission social media sites, pages, or online communities must be approved in advance by the Executive Director. Participation by LRPC staff or interns on such media must be approved by the Executive Director. All approved sites will be listed as an Addendum to these guidelines.
- B. LRPC staff may assign appropriate personnel to manage their individual social media sites and provide those assigned to these tasks a copy of this policy.
- C. Where possible, each social media site should clearly indicate that it is maintained by the Lakes Region Planning Commission and have contact information for the manager of the site along with a link back to LRPC's official website and Social Media Policy.
- D. Comments containing any of the following inappropriate forms of content shall not be permitted on LRPC's social media sites and are subject to removal by the Executive Director or his/her designees.
  - i. Comments not related to the original topic, including random or unintelligible comments.
  - ii. Profane, obscene, or pornographic content and/or language.

- iii. Content that promotes, fosters, or perpetuates discrimination based on race, creed, color, age, religion, gender or gender identity, or national origin.
  - iv. Defamatory or personal attacks.
  - v. Threats to any person or organization.
  - vi. Comments in support of, or in opposition to, any political campaigns or ballot measures. Postings and/or comments by LRPC staff found to be “Electioneering” in violation of RSA 659:44 & 44-a are prohibited.
  - vii. Posts that advocate voter action in support of or opposition to a particular issue are not allowed. Generic “Don’t forget to vote.” messages that do not reference a particular issue or race are permitted.
  - viii. Conduct in violation of any federal, state, or local law.
  - ix. Encouragement of illegal activity.
  - x. Information that may tend to compromise the safety and security of public systems.
  - xi. Content that violates a legal ownership interest, such as a copyright, of any party.
  - xii. Redundant or repetitive comments, with the same or similar content posted multiple times under various posts.
  - xiii. Content that would violate any other policy of the Lakes Region Planning Commission.
  - xiv. Commercial promotions or spam
- E. Opinions, posted by a member of the public on any LRPC social media site is the opinion of the commentator or poster only, and publication of a comment does not imply endorsement of, or agreement by, LRPC, nor do such comments necessarily reflect the opinions or policies of LRPC.
- F. The Lakes Region Planning Commission reserves the right to deny access to LRPC social media sites to any individual who violates the Lakes Region Planning Commission’s Social Media Policy at any time and without prior notice.
- G. Lakes Region Planning Commission staff shall monitor their social media sites periodically for comments requesting responses from LRPC and for comments in violation of this policy.
- H. Lakes Region Planning Commission staff and their designees may post content on their respective social media pages in their official capacity. Comments made by individuals from their personal accounts are personal expressions and not LRPC representations. Such comments on personal accounts should clearly state that they are solely the expression of the individual.
- I. All comments posted to any Lakes Region Planning Commission social media sites are bound by the respective statements of rights and responsibilities associated with those sites and LRPC reserves the right to report any violation of these statements to the appropriate social media site with the intent of the site taking appropriate and reasonable responsive action.
- J. This policy shall be administered through the Lakes Region Planning Commission. Specific questions regarding this policy may be direct to the Executive Director’s office.



5. Privacy:

The Lakes Region Planning Commission does not collect, maintain, or otherwise use the personal information stored on any third-party site in any way other than to communicate regional-related information with users on that site. Users may remove themselves at any time from LRPC's "friends," "follow," or "fan" lists, or request that LRPC remove them. Users should be aware that third party websites have their own privacy policies and should proceed accordingly. Users are encouraged to protect their privacy by not posting personally identifying information, such as last name, school, age, phone number, or address.

6. Liability for Use:

The Lakes Region Planning Commission assumes no liability regarding any event or interaction that takes place by any participant in any LRPC-sponsored social media, and does not endorse content outside of the pages maintained by LRPC and the posts created by LRPC staff in the course of their work duties. LRPC reserves the right to use any comments, posts, and messages on its social media sites for use in public relations and marketing materials. LRPC is not responsible for other people viewing or accessing personal accounts/profiles that are left open on public computers.

7. Participation:

- A. Participation in the Lakes Region Planning Commission's social media implies agreement with all Planning Commission policies and the Terms of Service of each individual third-party service. By posting a comment or other content you agree to indemnify the Lakes Region Planning Commission and its employees from and against all liabilities, judgments, damages, and costs (including attorney's fees) incurred which arise out of, or are related to the content that you post.
- B. Notwithstanding the foregoing, the Lakes Region Planning Commission is not obligated to take any of the actions contained in this Social Media Policy & Guidelines, and will not be responsible or liable for content posted by any subscriber in any forum, message board, or other area within LRPC's social media.
- C. Information posted on a LRPC social media site is public information. There should be no expectation of privacy regarding information posted on LRPC social media sites.
- D. If a user does not agree to these terms, they are not to use the services provided.

8. Ongoing Use Evaluation:

The role and utility of social media in relation to the goals and purposes of the Lakes Region Planning Commission will be evaluated periodically by the Planning Commission staff, and may be terminated at any time without notice to subscribers.

9. Severability:

To the extent that any provisions of this policy conflict with State law, then State law shall prevail, and the remaining provision of this policy shall remain in force.

---

## ADDENDUM

Officially Approved Lakes Region Planning Commission  
Social Media Sites  
Updated August 16, 2024

1. LRPC website (HHW and Solid Waste Page)
  - HHW link: <https://www.lakesrpc.nh.gov/Pages/Index/228929/household-hazardous-waste>
  - Solid Waste link: <https://www.lakesrpc.nh.gov/Pages/Index/228832/solid-waste>
2. LRPC Facebook page (HHW collection updates, solid waste programs, disposal information)
  - Title: Lakes Region Planning Commission-LRPC (cover photo of 2024 staff)
  - Link: <https://www.facebook.com/lakesrpc/>
3. LRPC Instagram page (HHW collection updates, solid waste programs, disposal information)
  - Instagram handle: [@lrpcnh](https://www.instagram.com/lrpcnh)
  - Title: Lakes Region Planning Commission
  - Link: <https://www.instagram.com/lrpcnh/>

# APPENDIX M

## Glossary of Acronyms

AADT	Annual Average Daily Traffic
AASHTO	American Association of State Highway & Transportation Officials
ADA	Americans with Disabilities Act
ADT	Average Daily Traffic
ADU	Accessory Dwelling Unit
AICP	American Institute of Certified Planners
APA	American Planning Association
APA	Approval pending adoption
APFO	Adequate Public Facilities Ordinance
ARM Fund	Aquatic Resource Mitigation Fund
BCCD	Belknap County Conservation District
BEA	See NHBEA
BCEP SWD	Barnstead, et al Solid Waste District
BEDC	Belknap Economic Development Council
BFA	See NHBFA
BMPP	Broadband Mapping Planning Program
BOS	Board of Selectmen
BSG	Broadband Stakeholder Group
CAC	Corridor Advisory Committee
CAFR	Comprehensive Annual Financial Report
CAP	Community Action Program
CCA	Community Choice Agreement
CCDS	Culverts and closed drainage systems
CCRCC	Carroll County Regional Coordinating Council
CCTAC	Carroll County Transit Advisory Committee
CDBG	Community Development Block Grant
CDFA	Community Development Finance Authority (NH)
CEDC	Coos Economic Development Corporation
CEDS	Comprehensive Economic Dev Strategy
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CF	Community Facilities
CFA	Catalog of Federal Assistance
CFA	Cable Franchise Agreement
CFR	Code of Federal Regulations
CGNH	Commute Green NH
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation Air Quality
CNHRPC	Central New Hampshire Regional Planning Commission
COI	Communities of Interest
CPG	Community Planning Grant
CRDC	Capital Regional Development Council
CRIS	Crash Record Information System
CSPA	Comprehensive Shoreline Protection Act
CTAP	Community Technical Advisory Program
CTS	Community Transportation Systems
CUP	Conditional Use Permit
CWUCP	Consumptive Water Use and Capacity Plan

---

DERA	Diesel Emissions Reduction Act
DES	<i>See NHDES</i>
DHHS	<i>See NH DHHS</i>
DNCR	<i>See NHDNCR</i>
DOS	<i>See NHDOS</i>
DOT	<i>See NHDOT</i>
DPW	Department of Public Works
DRA	See NHDRA
DRI	Development of Regional Impact
DUNS	Data universal numbering system
EA	Environmental Assessment
EDA	Economic Development Administration
EDD	Economic Development Districts
EIS	Environmental Impact Statement
EMD	Emergency Management Director
EMS	Emergency Medical Services
EPA	US Environmental Protection Agency
ERZ	Economic Revitalization Zone
ESA	Environmental Site Assessment
ESRI (esri)	Environmental Systems Research Institute, Inc. (private company)
ETAP	Energy Technical Assistance and Planning
EV	Electric Vehicle
FAQ	Frequently Asked Questions
FARS	Fatal Accident Reporting System
FAST Act	Fixing America's Surface Transportation Act
FB	Facebook
FCA	Full Cost Analysis
FEH	Fluvial Erosion Hazard
FEMA	Federal Emergency Management Agency
FHA	Federal Housing Authority
FHWA	Federal Highway Administration
FLAP	Federal Land Access Programs
FMHA	Farmers Home Administration
FN	Fiscal Note
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FY	Fiscal Year
FFY	Federal Fiscal Year
GACIT	Governor's Advisory Commission on Intermodal Transportation
GALA	Global Action Local Awareness
GASB	Governmental Accounting Standards Board
GCEDC	Grafton County Economic Development Council
GCRCC	Grafton-Coos Regional Coordinating Council
GCSCC	Grafton County Senior Citizens Council, Inc.
GSCCC	Granite State Clean Cities Coalition
GIS	Geographic Information System
GMCG	Green Mountain Conservation Group
GOFERR	The Governor's Office for Emergency Relief and Recovery
GPS	Global Positioning System
GRANIT NH	Geographically Referenced Analysis & Information Transfer System (NH clearinghouse)
GRDC	Grafton Regional Development Corporation
GSF	Granite State Future
HazMat	Hazardous Materials
HCPP	Housing Conservation Planning Program
HEW	Department of Health, Education and Welfare (federal)

---

HHW	Household Hazardous Waste
HIA	Health Impact Assessment
HMA	Hazard Mitigation Assistance
HMP	Hazard Mitigation Plan
HMPS	Highway Performance Monitoring System
HPMS	High Priority Management Sections
HSEM	Homeland Security and Emergency Management
HSIP	Highway Safety Improvement Program
HUD	US Department of Housing & Urban Development
ICR	Indirect Cost Ratio
ICS	Incident Command Service
ICWS	International Conflict Warning System
IGE	Independent Government Estimate
ILU	Innovative Land Use
INVEST	Infrastructure Voluntary Evaluation Sustainability Tool
IPTA	Innovative Permitting and Technical Assistance
ISTEA	Intermodal Surface Transportation Efficiency Act
ITE	Institute of Transportation Engineer
ITS	Intelligent Transportation Systems
iTRaC	Integrating Transportation & Community Planning
IZIP	Inclusionary Zoning Implementation Program
LAWG	Local Advisory Work Group
LCHIP	NH Land and Community Heritage Investment Program
LDD	Local Development District (NBRC designation)
LEC	Local Energy Committee
LEED	Leadership in Energy and Environmental Design
LEOP	Local Emergency Operations Plan
LEP	Limited English Proficiency
LID	Low Impact Development
LiDAR	Light Detection and Ranging
LOA	Letter of Acceptance
LOI	Letter of Intent or Letter of Interest
LRP	Local Public Agency
LRPAC	Lakes Region Plan Advisory Committee
LRCC	Lakes Region Community College
LRCD	Lakes Region Community Developers <i>(formerly Laconia Area Community Land Trust)</i>
LRF	Lakes Region Facility <i>(former Laconia State School property)</i>
LRFC	Lakes Region Facility Commission
LRHHPF	Lakes Region Household Hazardous Product Facility
LRPAC	Lakes Region Plan Advisory Committee
LRPC	Lakes Region Planning Commission
LRPPH	Lakes Region Partnership for Public Health
LRSTP	Long-Range State Transportation Plan
LRTIP	Lakes Region Transportation Improvement Plans
LRTIP	Long-Range Transportation Plan (NHDOT)
LSR	Legislative Special Request
LTAP	Local Transportation Technical Assistance Program (LRPC)
LTAP	Local Technical Assistance Program
LUCA	Local Update of Census Addresses
LWA	Lake Winnepesaukee Association (same as LWWA)
LSWP	Local Source Water Protection
LWWA	Lake Winnepesaukee Watershed Association (same as LWA)
LWWMP	Lake Winnepesaukee Watershed Management Plan
LWWP	Lake Winnepesaukee Watershed Program
MAP-21	Moving Ahead for Progress in the 21st Century



---

MCR	Mid-Contract Review
MHI	Median Household Income
MicroTA	Microenterprise Technical Assistance
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MOVES	Motor Vehicle Emission Simulator
MPA	Metropolitan Planning Area
MPO	Metropolitan Planning Organization (NH has 4)
MPSC	Master Plan Steering Committee
MtBe	Methyl Tertiary Butyl Ether
NAAQS	National Ambient Air Quality Standards
NACO	National Association of Counties
NADO	National Association of Development Organizations
NAHMMA	North American Hazardous Materials Management Association
NARC	National Association of Regional Councils
NBI	National Bridge Inventory
NBRC	Northern Border Regional Commission
NCC	North Country Council
NCIC	Northern Community Investment Corporation
NEARC	New England Association of Regional Councils
NEDC	Northfield Economic Development Assistance
NEVI	National Electric Vehicle Infrastructure
NHDRA	NH Department of Revenue Administration
NEPA	National Environmental Policy Act
NESGFOA	New England States Government Finance Officers Association
NEWMOA	Northeast Waste Management Officials' Association
NERC	Northeast Recycling Council, Inc.
NFIP	National Flood Insurance Plan
NFLRA	Newfound Lake Region Association
NHARPC	NH Association of Regional Planning Commissions
NHBEA	NH Department of Business and Economic Affairs (2 divisions)
NHAS	NH Audubon Society
NHBFA	NH Business Finance Authority
NHBMP	NH Broadband Mapping Program
NHBMPP	NH Broadband Mapping and Planning Program
NHCDA	Community Development Finance Authority
NHCF	NH Charitable Foundation
NHCHI	NH Community Health Institute
NHDES	NH Department of Environmental Services
NH DHHS	Department of Health and Human Services
NHDNCR	NH Department of Natural & Cultural Resources (4 divisions)
NHDOS	NH Department of Safety
NHDOT	NH Department of Transportation
NHEC	NH Electric Co-Op
NHES	NH Employment Security
NHGFOA	NH Government Finance Officers Association
NH GRANIT	Geographically Referenced Analysis & Information Transfer System (GIS clearinghouse)
NHGS	New Hampshire Geological Survey
NHH	National Highway System
NHHFA	NH Housing Finance Authority
NHHSEM	NH Homeland Security and Emergency Management
NHI	National Highway Institute
NHLMIB	NH Labor Market and Information Bureau
NHMA	NH Municipal Association
NHMEAP	NH Municipal Energy Assistance Program

---

NHOSI	Office of Strategic Initiatives <i>(formerly NHOEP, NH Office of Energy &amp; Planning; now known as NH Department of Energy)</i>
NHPA	NH Planners Association
NHPDIP	NH Public Deposit Investment Pool
NHPP	National Highway Performance Program
NHRTA	NH Rail Transit Authority
NHRTTP	NH Rural Transit Assistance Program
NHS	National Highway System
NHTSA	National Highway Transportation Safety Administration
NLCP	Newfound Lake Conservation Planning
NOAA	National Oceanic & Atmospheric Administration
NPDES	National Pollutant Discharge Elimination System
NNECAPA	Northern NE Chapter of American Planning Association
NPMRDS	National Performance Monitoring Research Data Set
NTIA	National Telecomm & Information Administration
NWI	National Wetlands Inventory
OASC	Ossipee Aquifer Steering Committee
OCTV	Open Circuit Television
OPD	Office of Planning and Development
OSHA	Occupational Safety & Health Administration
OSI	<i>See NHOSI</i>
OWC	Ossipee Watershed Coalition
P3	Public Private Partnership
PAC	Project Advisory Committee
PAS	Planners Advisory Service
PB	Planning Board
PBPP	Performance Based Planning and Programming
PCI	Pavement Condition Index
PDIP	NH Public Deposit Investment Pool
PEA	Planning Emphasis Areas
PEL	Planning Environmental Linkage
PGA	Processed Glass Aggregate
PPH	Partnership for Public Health
PRLAC	Pemigewasset River Local Advisory Committee
PUC	Public Utilities Commission
QA	Quality Assurance
QC	Quality Control
QEP	Qualified Environmental Professional
RBDG	Rural Business Development Grant (USDA)
RBEG	Rural Business Enterprise Grant (USDA)
RBOG	Rural Business Opportunity Grant (USDA)
RCAI	Regional Community Anchor Institution
RCC	Regional Coordinating Council
RCDI	Rural Community Development Initiative (USDA)
RDC	Regional Development Council
RDS	Regional Development Survey
RDSE	Resignations, Death, Special Elections
REMI	Regional Economic Model Initiative
REPP	Regional Environmental Planning Program
RFP	Request for Proposal
RFQ	Request for Quote
RLF	Revolving Loan Fund
RLT	Regional Leadership Team
RMPP	NH Rivers Management & Protection Program
ROD	Record of Decision

---

RPA	Regional Planning Area
RPC	Regional Planning Commission
RSA	Revised Statutes Annotated
RSA	Road Safety Audit
RSMS	Road Surface Management System
RSR	Reconstructing Secondary Route
RTPO	Regional Transportation Planning Organization
RUS	USDA Rural Utilities Service
SADES	Statewide Asset Data Exchange System
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act
SAM	Systems Award Management (Grants.gov)
SAT	Safety Audit Team
SAU	School Administrative Unit
SAWG	Septage Advisory Work Group
SBAC	Scenic Byways Advisory Committee
SCC	State Coordinating Council
SCI	Sustainable Community Initiatives
SCS	Soil Conservation Service (federal)
SCSEP	Senior Community Service Employment Program
SEC	Site Evaluation Committee
SGA	Smart Growth Audit
SHMO	State Hazard Mitigation Officer
SHRP2	Strategic Highway Research Program
SHSP	State Highway Safety Plan
SIP	State Implementation Plan
SLA	Squam Lakes Association
SMART	Specific, Measurable, Attainable, Realistic, Time-Bound
SNMHI	Statewide Nonmetro MHI
SPNHF	Society for the Protection of NH Forests
SPR	State Planning and Research (FHWA)
SPRP	FTA State Planning and Research Program
SQG	Small Quantity Generators
SRPC	Strafford Regional Planning Commission
SRSMS	Statewide Road Safety Management System
SRtS	Safe Routes to School
SSQAPP	Site Specific Quality Assurance Project Plan
STBGP	Surface Transportation Block Program
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
SWMG	Solid Waste Management Grant
SWEPA	Shoreland Water Equality Protection Act
SWO	Solid Waste Operator
SWP	Source Water Protection
TAC	Transportation Technical Advisory Committee
TASC	Technical Advisory Sub-Committee
TAP	Transportation Alternatives Program
TAT	Technical Assistance & Training
TBG	Targeted Block Grant
TMC	Turning Movement Count
TDM	Travel Demand Management
TDMS	Transportation Data Management System
TEA-21	Transportation Equity Act for the 21st Century
TIF	Tax Increment Financing
TIFIA	Transportation Infrastructure Finance Innovation Act
TIGER	Transportation Investment Generating Economic Recovery

---

TIM	Traffic Incident Management
TIP	Regional Transportation Improvement Plan
TIP	Transportation Improvement Program
TMA	Transportation Management Area
TMC	Traffic or Transportation Management Center
TOD	Transit Oriented Development
TPC	Transportation Planning Collaborative
TRANSIMS	Transportation Analysis and Simulation System
TYP	Ten Year Plan
UNH	University of New Hampshire
UPWP	Unified Planning Work Program
USDA	United States Department of Agriculture
VMT	Vehicle Miles Traveled
VRAP	Volunteer River Assessment Program
WBT	Web Based Training
WEDCO	Wentworth Economic Development Council
WFH	Workforce Housing
WFHA	Workforce Housing Assessment
WoTu	Wolfeboro/Tuftsboro
WRBP	Winnepesaukee River Basin Program
WRCOD	Water Resources Conservation Overlay District
WTS	Winnepesaukee Transit Systems
YOE	Year of Expenditure