

*Working together is success.*

— Henry Ford



## City of Laconia, NH Goal Setting Summary

January 30, 2020



Promoting Excellence in the Public Sector

## Purpose and Intended Result of the Session

The purpose of the goal setting session was to assist the Laconia City Council and City department heads in establishing goals that will move the City forward. The goals identified will become part of the Council and management staff's ongoing action plan moving forward.

## Participants

### Mayor and Council

Andrew Hosmer, Mayor  
Bruce Cheney, Councilor  
David Bownes, Councilor  
Mark Haynes, Councilor  
Robert Hamel, Councilor  
Tony Felch, Councilor

### City Manager and Department Heads

Scott Myers, City Manager  
Matt Canfield, Police Chief  
Wes Anderson, Public Works Director  
Amy Lovisek, Director of Parks and Recreation  
Dean Trefethen, Planning and Zoning Director  
Kirk Beattie, Fire Chief  
Randy Brough, Library Director  
John Moriarty, Chair, Library Board of Trustees  
Glenn Smith, Finance Director  
Nancy Brown, Administrative Assistant – City Manager's Office

### *The exercise was facilitated by:*

**Rick Alpers**, Risk Management Consultant, Primex<sup>3</sup>  
**Sally Tanner**, Member Service Consultant, Primex<sup>3</sup>

## Vision for the City of Laconia

The current vision was reviewed and discussed to determine if a revision was needed. After discussion, it was agreed to keep as in with the minor change of removing a hyphen. The vision statement will be

*Create a vibrant and thriving community based on the values and vision of Laconia's citizens*

## Identification and Prioritization of Goals

**Goals** were defined as qualitative statements of what the City intends to accomplish over a period of **two years**. These are "big picture" items vital to organizational success.

Each Council member and the City Manager were asked to prepare up to three goals that are essential to move the City forward, keeping in mind the goal definition. Each participant reviewed their goals as follows:

### Councilor Bownes:

1. **Downtown Parking**
  - a. Street and garage parking
  - b. Meters
  - c. Additional spaces
2. **Complete Master Plan**
3. **Promote a vibrant downtown**

### Councilor Cheney:

1. **Council to review committee projects list**
  - a. Projects sent to sub-committees need to be determined if they in fact are still alive
2. **Emphasis on public safety**
  - a. Police Department and Fire Department
  - b. Commit to first quality public safety
  - c. Increase exposure of departments to city residents
3. **Promote the growth of the State school property**
4. **Focus on economic development – increase ways**
  - a. Is it time for Laconia to have and Economic Development Director?

### Councilor Haynes:

1. **Promote a positive partnership with local and state officials**
2. **Continue to protect the quality of the lakes**
3. **Look at services for elderly – ie: transportation**

### **Mayor Hosmer:**

1. Put a management group in place for the Colonial Theater
2. Issues with run down properties
  - a. Clean up targeted areas
  - b. Be proactive with enforcement
3. Build a Laconia Business Roundtable
  - a. Form and build network with City Hall
  - b. Potential partnership for economic development
  - c. Opportunity for public/private partnerships
4. Focus on the Lake shore development – State school

### **Councilor Hamel:**

1. Maintain infrastructure improvements and repairs
2. Economic development
  - a. Attract businesses
3. Schools – keep them updated
  - a. Higher evolved programs
4. Theater complex completion
5. Land conservation – look at not overdoing it
6. Finish the current road projects

### **Councilor Felch:**

1. Look at what millennials want
  - a. Draw that segment to the city
2. Economic development
  - a. Increase affordable housing
  - b. Bring industry to the City
3. Substance abuse issues

### **City Manager Myers:**

1. Open the Colonial Theater well with a management company
2. Supporting other downtown uses
  - a. Look at potential zoning changes
  - b. Focus on being 100% business friendly
3. Infrastructure Improvements
  - a. Improvements for visitors
  - b. Improvements for residents
4. Support the school district
  - a. Staff and teachers - stabilize with long term contracts
  - b. Improve rating from testing results to help attract families to the City

## Development of Strategic Objectives for Top Goals

**Strategic Objectives** were defined as short and long-term quantitative results that directly support the goals. Objectives should be measurable, achievable, related to the key factors for success in the City, and consistent with the goals. Objectives describe what the City wants to happen.

The goals reported were reviewed and consolidated into three categories. The three goals would be accomplished within two years and participants discussed how each goal and objective would be met.

### Economic Development

- **Laconia Theater**
  - ✓ Steering Committee will have management company hiring process in place by the end of **Feb. 2020**
  - ✓ Steering committee will focus on the project's completion by end of **2020**
  - ✓ Have a management company in place by **June 2020**
- **Determine the best economic development path for the City**
  - ✓ Form a Business Roundtable and have in place **March 1, 2020**
  - ✓ Should the City's Economic Development needs and responsibilities be borne by a: *city employee, Belknap EDC, or other public/private partnership*
  - ✓ Continue to drive development of State School property
    - Contingent on legislation changes for funding
    - Continue to be in touch with the State elected officials

### Infrastructure

- **Parking garage – renovation or replace**
  - ✓ Additional information will be available in 60 days that will help with the decision to renovate or replace the current downtown parking garage. All monetary decisions will be made in conjunction with the 2020/2021 fiscal budget with a deadline of **July 1, 2020**
  - ✓ Mayor to include Business Roundtable in discussion
- **Review all parking spaces and opportunities in the downtown**
- **Determine through policy – fees for parking ie: meters**
  - ✓ Parking subcommittee to review by **March 15, 2020**
- **Determine other projects to improve quality of life for both visitors and residents**
  - ✓ Capital Improvement Plan projects as part of **July 1, 2020 budget**

### Quality of Life

- **Determine through policies and ordinances how to clean up run down properties and junk left on streets**
  - ✓ Explore legal issues and update property maintenance code by **Sept 1, 2020**
- Continue to improve services to the elderly and residents with substance abuse issues
- Continue to grow and support the schools to ensure positive working relationships
  - ✓ City Manager will outreach to Superintendent and share goals/objectives. Joint meeting with school board and city council. **March 2020**

## In Closing

Thank you again for the opportunity to participate in this important process. Primex<sup>3</sup> appreciates the opportunity to provide assistance to members with goal setting, and to help governing bodies develop paths to achieve their visions. A forward-looking community that is deliberate, disciplined, and strategic in developing and accomplishing its goals illustrates how "*good management is good risk management.*"



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