



Wisdom to make a difference.

College-City Commission

AGENDA

July 23, 2018
4:00 - 6:00 PM

2nd Floor Conference Room, Keene City Hall

- 1. Call to Order & Introductions**
- 2. Review Minutes from April 23, 2018**
- 3. Discussion with Keene State College President Dr. Treadwell, Mayor Lane, City Manager Elizabeth Dragon**
 - a. Acceptance of College City Commission Draft Report on Inclusiveness & Diversity and Neighborhood Revitalization
 - b. Update on 2016 College City Commission Report Recommendations
 - c. Commission charge
- 4. New and Other Business**
- 5. Next Meeting**
- 6. Public Comment**
- 7. Adjourn**

City of Keene
New Hampshire

COLLEGE CITY COMMISSION
MEETING MINUTES

Monday, April 23, 2018

**4:00 PM City Hall, Second Floor Conference
Room**

Members Present:

Bart Sapeta, Co-Chair, City Councilor
Phil Jones, City Councilor
Marcia Kayser
Chris Cusack
Paula Jessup
Davis Bernstein
Victoria Bergstrom
Kim Schmidl-Gagne (left early)

Staff Present:

Tara Kessler, Planner
Kim Schmidl-Gagne, KSC Liaison (left early)

Members Not Present:

Darryl Masterson, Co-Chair
Bettina Chadbourne, City Councilor
Robin Picard
Kelly Ricaurte
Dick Berry
Bryanna Weigl
Dottie Morris

1.) Call to Order

Co-Chair Sapeta called the meeting to order at 4:04 PM and roll call was conducted. Steve Fortier, the Director of External Relations at KSC attended the meeting as a guest.

2.) Approval of Minutes – March 26, 2018

Councilor Jones made a motion to approve the minutes of March 26, 2018. The motion was seconded by Ms. Jessup and carried unanimously.

3.) Co-sponsorship Request – Horatio Colony Museum 2018 Programs

Ms. Kayser reported the Horatio Colony Museum is scheduling a program called, Two Sides of the Coin, which is an exhibit highlighting both sides of the Native American and the English Colonists struggle for control of the natural environment of New England. In addition, Ms. Kayser reported the following programs to be held at the Horatio Colony Museum:

- Re-dedication Reception for the Nathan Blake Monument
- Our Beloved Kin: A New History of King Phillip's War
- Digging Into Native History in New Hampshire
- Wearing Our Heritage

- Native American Object Identification.

Ms. Kayser recommended the Commission vote to allow the Horatio Colony Museum use of the City seal and for the City to co-sponsor these events. Councilor Jones asked if there is any money involved in co-sponsoring. Ms. Kayser replied there was no money involved for co-sponsoring these events. In addition, Ms. Kayser reported these programs will start in May and end in August.

Ms. Kayser made a motion to request use of the City seal and for the City of Keene to co-sponsor the following events: Two Sides of the Coin, Re-dedication Reception for the Nathan Blake Monument, Our Beloved Kin: A New History of King Phillip's War, Digging Into Native History in New Hampshire, Wearing Our Heritage and Native American Object Identification. The motion was seconded by Councilor Jones and carried unanimously.

In addition, Ms. Kayser requested the CCC vote to allow use of the City seal and co-sponsorship for the Green Dot Bystander Intervention Program. After a brief discussion, a motion was made.

Ms. Kayser made a motion to request use of the City Seal and for the City of Keene to co-sponsor the Green Dot Bystander Intervention Program in Keene. The motion was seconded by Mr. Bernstein and carried unanimously.

Ms. Kessler will submit the minutes from this meeting to the City Clerk to request use of the City seal.

4.) Review and Adoption of Neighborhood Revitalization Draft Report

The CCC reviewed the draft and agreed to the following updates and corrections to the report:

Recommendations

- Second sentence, the word "consider" changed to "considered".

Student Housing Planning

- First bullet, the first sentence should be changed to "Revisit the Campus Master Plan with respect to on-campus housing, taken into consideration current budgetary constraints".
- Second bullet, add "Conduct a study to examine the stability of the rental market."
- Remove the last bullet on page 10

Student Engagement

- Second bullet, the word "HOOTIES" does not need to be capitalized.
- Second bullet, "...participation in on-campus activities and events" should be changed to "...participation in on-campus and off-campus activities and events".
- First paragraph, third sentence, the word "Significant" needs to be removed.

Rental Properties-Management, Incentives and Regulations

- Third bullet, remove the words, "Free of charge" and
- Third bullet, update the words, "service calls" to "service call".

The CCC discussed several suggested corrections and edits to the report and Ms. Kessler encouraged the subcommittee to be thoughtful about what is included as recommendations. While she recognizes that the Commission does not want recommendations to be limited by financial con-

straints, she cautioned that the recommendations should be feasible in the next year to five years. Ms. Kessler noted that some recommendations identify specific staff, City departments and community organizations to take on certain programs or action items. She expressed concern that the stakeholders identified in the report have not been consulted on these proposed programs or action items. Ms. Jessup responded that when the subcommittee was asked to develop a report of this nature there is a lot of hard work put forth and these recommendations are based on what is the best interest of the City and College. Ms. Jessup said the goal was to make solid recommendations that could happen now or in the future. Chair Sapeta stated that he understands Ms. Kessler's concern but the mission of the commission is to bring value to the community, whether it is now or in the future. In addition, Co-Chair Sapeta stated the recommendations are part of the City's and College's long range planning and are integral to the continued pursuit of citywide plans and projects. Ms. Schmidle-Gagne discussed the language that appeared in report and stated that she does not want people to get so upset about one thing and miss the other pieces of the report that are so good, especially if that one piece is so far out of the realm due to funding.

Chair Sapeta stated the corrections would be submitted to Ms. Kessler for her to update the draft. Ms. Kessler will email the Commission the updated draft prior to the next meeting. In addition, the Commission will vote on the final draft at the next meeting held in May.

5.) Subcommittee Updates:

a) Neighborhood Revitalization

None at this time.

b) Inclusiveness & Diversity

None at this time.

6.) Staff Updates

Ms. Kessler reported CCC members Darryl Masterson and Paula Jessup from the City side have resigned. The CCC thanked Ms. Jessup for her years of dedication and hard work.

Ms. Kessler reported that she will be meeting with Councilor Jones, Chair Sapeta, Dr. Treadwell and the Mayor to discuss the future of the Commission.

8.) New and Other Business

None at this time.

9.) Next Meeting-

The next meeting will be held on Monday, May 28, 2018 at 4:00 PM in the 2nd Floor Conference Room of the City Hall. Ms. Kessler will create a Doodle Poll to determine if there will be a quorum.

10.) Adjourn

Hearing no further business, Co-Chair Sapeta adjourned the meeting at 5:56 PM.

Respectfully submitted by,
Jennifer Clark, Minute Taker

Reviewed and edited by Tara Kessler, Planner



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KEENE COLLEGE-CITY COMMISSION REPORT & RECOMMENDATIONS

“Building an Inclusive community”

“Neighborhood Revitalization”

April 2018

Prepared by the Keene College-City Commission

ACKNOWLEDGEMENTS

The following individuals were influential in the development of this report. Those marked with an asterisk (*) represent College-City Commission members, who contributed to this report but no longer serve on the Commission.

College City Commission:

- Darryl Masterson, Commission Co-Chair (City Representative)
- Bartlomiej K. Sapeta, Commission Co-Chair (College Representative)
- Victoria Bergstrom (College Representative)
- Davis Bernstein (College Representative)
- Dick Berry (City Representative)
- Bettina Chadbourne (City Representative)
- Christopher Cusack (College Representative)
- Christine Hrynowski* (College Representative)
- Joshua Jarvis* (College Representative)
- Paula Jessup (City Representative)
- Phil Jones (City Representative)
- Marcia Kayser (City Representative)
- Dottie Morris (College Representative)
- Kelly Ricaurte (College Representative)
- Robin Picard (College Representative)
- Bryanna Weigel* (College Representative)

College City Commission Support Staff:

- Jennifer Clark (City Representative)
- Tara Kessler (City Representative)
- Kim Schmidl-Gagne (College Representative)

Contributors:

- Kelly Walsh, Sustainability and Social Justice Coordinator, Antioch University of New England
- Frank Richter, City of Keene Housing Inspector

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BACKGROUND

The members of the College-City Commission were named and began meeting in November of 2014. Mayor Kendall Lane and former President of Keene State College, Dr. Anne Huot, established this Commission following discussion and the creation of a Commission charge earlier in 2014. The Commission was subsequently designated as a permanent City Commission in 2016. The Commission is charged with facilitating long range planning and making short and long term recommendations to Keene State College and the City of Keene on issues of mutual concern.

Following one of its first community meetings at Heberton Hall in March of 2014, the Commission identified the following themes as areas of focus:

1. Housing and Neighborhoods
2. Infrastructure and Parking
3. Citizenship
4. Property / Tax Base

For the following two years, Commission members met and researched these topics, presenting a report and recommendations in September 2016.

In October 2016, President Huot and Mayor Lane directed the Commission to continue its work with a new focus on the following themes:

1. Building an Inclusive Community
2. Housing/Neighborhood Revitalization

To explore and research these topics, the Commission formed two subcommittees (Inclusiveness and Diversity Subcommittee, and Neighborhood Revitalization Subcommittee) that met between the fall of 2016 and winter of 2018. Throughout this time period, the subcommittees would routinely provide updates and consult with the full College City Commission on its activity at the Commission's regular monthly meeting.

This report includes background information as well as recommendations for how the College and City communities may work to address these topic areas. These recommendations are intended to be a guide, and this report should be viewed as a dynamic document that may be updated over time.

BUILDING AN INCLUSIVE COMMUNITY

For the community of Keene, NH to grow, thrive and be economically successful in the future, it needs to continue embracing inclusiveness and diversity. Given the changing demographics of the United States, and the Monadnock Region in particular, the residents of Keene need to advocate for putting more systems in place that adequately address these inevitable changes. After the College City Commission submitted its Report and Recommendations for the original College-City Commission charges in the fall of 2016, former Keene State College (KSC) President Huot and Mayor Lane further charged the Commission to explore how the City could create a more welcoming community that is attractive to people of diverse backgrounds.

To this end, the members of the College-City Commission participated in a discussion facilitated by Dr. Dottie Morris whereby they explored their understanding of and attitudes towards inclusiveness and diversity. It soon became apparent that the College has excellent resources to address this topic area but there are fewer in the community. At this time, the Commission agreed that it would be a long, ongoing and evolving process - one that would involve creative ways to engage current residents and newcomers of both the College and City communities in sessions to help educate and enlighten. It is essential to develop a sustainable and enduring plan to address this charge granted by the President and Mayor.

Themes

The four major themes of addressing inclusiveness and increasing diversity that were explored by the Commission include:

- Concerns
- Benefits
- Resources
- Challenges

Concerns

The majority of potential concerns identified by Commission members related to becoming a more diverse and inclusive community included fear of: the unknown, potential conflicts, crime, "outsiders" taking jobs, less "of the pie" becoming available, losing rights, becoming a minority in our own community, danger/not feeling safe, some feeling different, not being accepted, being marginalized and harassed.

Other potential concerns included:

- the possibility of setting up laws/policies/rules/practices that exclude groups of people based on majority vs. minority and/or out of fear for something new or different;
- having assumptions where our own beliefs need to change;
- establishing and maintaining safety for those who may be perceived as different due to religious beliefs, physical appearance, abilities, gender identification, country of origin, etc.;
- the difficulty of having diverse groups learning to come together, including language challenges, different values, traditions and cultures, while maintaining uniqueness and acknowledging that "birds of a feather like to flock together"; and
- that unacknowledged fears might come out as anger.

Benefits

Commission members acknowledged that the potential benefits of becoming a more diverse community include increased opportunities to celebrate our differences and how much we have in common as well as discovering new ideas and ways of thinking.

Other potential benefits include:

- increased resiliency towards change at the individual and community levels;
- opportunities to learn and experience personal growth through understanding of other cultures;
- improvements in economic vitality and overall quality of life; and
- improvements in problem-solving abilities at the local level by utilizing knowledge and experiences of individuals from other cultures.

With increased diversity, there is likely to be an infusion of a wide array of cultures, traditions, foods, art, clothing, opinions, knowledge and ideas, philosophical and religious beliefs. In general, ours could be an even more vital and interesting community.

Resources

The Commission discussed a wide-range of existing resources that already exist in the community. Attracting students, faculty, staff, workers, visitors, and residents from out-of-state or from outside the Region, has the potential to enhance:

- the current interest level in diversity and inclusiveness;
- the need to keep open access to the City government process;
- the rich history of overcoming problems; and
- our strong education system and well-versed and experienced people, and "a business community that wants diversity and should be willing to partner".

All of the above combine to make this an opportune time to make advances in our ability to improve our capacity for inclusion. The students, faculty and staff from various communities bring so much to the Keene and campus communities. Additionally, colleges are willing to share their available resources with the greater Keene area community.

Please see the appendix for more specific information on some of the current services and programs that address this theme area.

Challenges

The Commission identified the following as potential challenges to becoming a more diverse and inclusive community: lack of recognition that there is any issue; resistance to change; ignorance; fear of the unknown; insecurities; prejudice; stubbornness; isolation; narrow focus in our lives; lack of experience in spending time with others who are not the same; little economic diversity; lacking formal way of working between College and City to move this forward; lack of opportunities to come here and limited job opportunities; current lack of diversity; few services for different groups (ethnic stores, etc.); lack of adequate support services in the City; cultural and language barriers; and lack of "critical mass" for minority group support, laws and regulations.

Accomplishments

Following the exploration of the themes addressed above, the Commission spent the last 18 months researching and discussing the various ways inclusiveness and diversity can be embraced at a higher level in the community. The Commission's Inclusiveness and Diversity Subcommittee met monthly, gathered relevant documents, solicited feedback from the community, organized events to promote diversity and inclusiveness, and partnered with various community organizations. The overarching goal of this subcommittee's work was to become more knowledgeable about this topic and to think of ways to translate the outcomes of the discussions into action. The members of the Commission would like to express gratitude to Marcia Kayser for her thoughtful leadership and dedication in guiding this Subcommittee since its inception.

The following is a list of accomplishments that have occurred since the release of this report:

- In April of 2017, the Commission held "Keene on Diversity" - Community Conversation series¹ – a community-wide outreach event developed by the Inclusiveness and Diversity Subcommittee. The Subcommittee is in the process of planning a series of these events.
- The Commission partnered with the City of Keene and Keene State College in supporting the Green Dot Bystander Training at Cheshire Medical Center in the fall 2017.
- The Commission supported and coordinated with the Colonial Theatre's Educational Director, Vicky Pittman, to hold the screening of "Shadows Fall North" in September of 2017, which was followed by a discussion about slavery and other NH racial issues.
- The Inclusiveness and Diversity Subcommittee met with Dr. Denise Burchsted in November of 2017 to learn more about the Indigenous Peoples event that she and her team are planning to bring to the KSC campus.
- The Commission supported the Resolution, adopted by Keene City Council, relating to *Ensuring that Keene is a Safe and Welcoming Community for all People Regardless of Race, Creed, Ethnicity, Religion or Immigration Status.*²

Recommendations

After reviewing the results of this exercise, and recognizing the complexity of this topic, the Commission suggests the following short, medium, and long-term recommendations. Given the current national climate on this topic, there is a sense of urgency for some of our current residents.

It is recommended that the College-City Commission:

- support and disseminate information regarding events and training related to diversity and inclusiveness in Keene and beyond, through the Keene City Council and the Keene State College Senate;
- continue the Inclusiveness and Diversity Subcommittee, which will meet monthly to gather and discuss relevant information; invite participation from a variety of organizations, residents of Keene and members of the College; and support events that contribute to Building an Inclusive Community. The subcommittee should serve as an informal forum for all to engage in productive dialogue and provide the Commission with relevant information

¹ Staff, Sentinel. "City-College Committee to Host Discussion on Diversity Tuesday." *SentinelSource.com*, 18 Apr. 2017, www.sentinelsource.com/news/local/city-college-committee-to-host-discussion-on-diversity-tuesday/article_99108ea8-44ab-5a91-be6b-7539fb8602bc.html.

² City of Keene, Keene NH. Resolution R-2017-29. *Relating to Ensuring that Keene is a Safe and Welcoming Community for all People Regardless of Race, Creed, Ethnicity, Religion or Immigration Status*. 16 Nov. 2017, https://ci.keene.nh.us/sites/default/files/2017-11/2017_11_16_City%20Council%20Agenda_Packet_optimized.pdf.

to act upon; and

- work with the Inclusiveness and Diversity Subcommittee to engage in supporting a “grassroots movement”, local activism, empowerment, and participation in discussing the issues of diversity and inclusiveness through formal and informal College and community conversations.

The following are recommendations for consideration of the College, City, and community organizations/groups to pursue with respect to advancing and addressing this theme area both on campus and in the greater Keene community.

Short Term (0-6 months)

- Discuss possibilities for developing a branding strategy for the City and the College to include the idea of “Building an Inclusive Community” in their respective mission statements. This should be seen as an economic development tool to attract people to the Region.
- Develop a messaging strategy of Diversity and Inclusiveness on web portals for both the City and College. Consider areas of similarity in order to amplify the message.
- Arrange for University of Pennsylvania's Dr. Margaret Bruchac to come to KSC in spring 2018 to speak to the community about our native Abenacki residents.
- Develop a process of including representatives from other institutions of higher education in the Region on the Inclusiveness and Diversity Subcommittee.
- Support the Keene Immigrant and Refugee Partnership (KIRP) with research methods and outreach that may provide reassurance to Keene immigrant and refugee residents.
- Develop recommendations for creating crime reporting platforms to be used by the City of Keene, similar to KSC's "The Silent Witness"³.
- The Commission met with a wide array of experts from the local community and realized that the topics of diversity and inclusion are discussed locally and within the region on regular bases. However, there is a substantial lack of coordination and dissemination. It is recommended that the resources of the City, the College, Chamber of Commerce, and some local organizations be pooled to develop a portal for disseminating information regarding Diversity and Inclusiveness, and Building an Inclusive Community.

Medium Term (6 months - 1 year)

- Implement a branding of “Keene - an Inclusive Community” as a joint strategic initiative of the College and the City.
- Institute a Diversity Commission on KSC’s campus.
- Develop and coordinate a series of workshops related to Diversity and Inclusiveness. It is envisioned that this could be a collaborative effort between the City of Keene, KSC, Antioch University New England (AUNE), Cheshire Medical Center, and the Historical Society of Cheshire County.

Possible collaborators and/or presenters would include:

³ Crime reporting: https://cm.maxient.com/reportingform.php?KeeneStateCollege&layout_id=8 and other reportable items: <https://www.keene.edu/featured/reporting-at-ksc/>

- Jim Waller and others at KSC Cohen Center
- Jim Gruber and Abigail Walton at AUNE

Possible topics include:

- Bystander Training - Green Dot, Safer Scenes, Step-Up, No Zebras,
 - "Ask A _____" - Resource: Cindy Cheshire, KSC Director of Campus Ministry,
 - Indigenous People: The Real Story - Dr. Bob Goodby or Kearsarge Indian Museum,
 - Trans 101 or other LGBTQ topics,
 - Inclusiveness and Diversity,
 - How to talk to children about diversity,
 - Include topics relevant to people with disabilities,
 - Social justice - How to be an activist, and
 - New Americans in Keene: Focus on new immigrants and refugees.
- Empower the Inclusiveness and Diversity Subcommittee to research models of successful inclusion, diversity efforts, and best practices in college towns.
 - In order to discuss inclusiveness and diversity within the local context relevant data needs to be collected on regular bases. It is recommended that a Climate Survey be conducted in the Keene community. The KSC Campus Climate Survey could serve as starting point and a correlation of questions/outcomes sought would allow for closer coordination of future changes and recommendations. While this is a long range recommendation, it is important to begin the discussion and setting up of the survey in the fall in order to synchronize it with KSC's current survey efforts.

Long Term (1 year or greater)

- Use data from Keene City Climate Survey and KSC Campus Climate Survey to inform future work, including the development of a plan of action for “Building an Inclusive Community”. This work should inform the implementation and subsequent refinement of branding “Keene - an Inclusive Community”.
- Invite participation of local businesses in discussions about Diversity and Inclusiveness. Conduct an inventory of what local businesses are currently doing to:
 - promote and expand diversity;
 - successfully recruit and retain a diverse workforce;
 - understand what resources they have available to acclimate new employees to the Keene environment; and
 - document their strategies to prepare current employees for the potential demographic shift.
- Continue to offer educational experiences and dialogue opportunities for community members. Develop a process to determine relevant and high impact topics.
- Examine policies, procedures and practices within the city of Keene and at KSC using an equity lens to make sure these are in line with our goals, mission and objectives associated with diversity, multiculturalism, and social justice.
- Develop a strategy to communicate positive message about diversity and inclusiveness on regular bases through a variety of media to reach a large portion of the KSC campus and the community.
- Include more information and training on Diversity and Inclusiveness in the orientation for

new KSC students and the proposed First Year Experience at KSC.

- Review KSC's strategic plan and assess what has been done in regard to the community and culture and what is still not being addressed.
- Provide appropriate Diversity and Inclusiveness training to frontline members of the City and College.
- Empower students to be active advocates for Diversity and Inclusiveness.

NEIGHBORHOOD REVITALIZATION

The work of the Neighborhood Revitalization Subcommittee was grounded in the recognition of residential neighborhoods surrounding the College as a vital source of student housing that facilitates the transition of future residents into the community and beyond. The health and conditions of these neighborhoods depends on a delicate balance of varied housing choices, population diversity, and ease of access to small businesses and services.

Furthermore, the symbiotic relationship between the College and surrounding neighborhoods must be seen in the larger context of the City of Keene and the owners and managers of rental properties. Only close collaboration of all these parties assures economic vitality and stability of these important neighborhoods and areas adjacent to the College campus.

The members of the Subcommittee in coordination with the College City Commission discussed ideas and concepts relevant to neighborhood revitalization and documented them in a set of thematic recommendations, which are included below.

Themes

The four major themes of addressing neighborhood revitalization that were explored include:

- Focus Areas and Concerns
- Benefits
- Resources
- Challenges

Focus Areas and Concerns

The majority of concerns identified revolved around fears of the unknown, potential conflicts, crime, and the impact of "outsiders". Additionally, the Subcommittee recognized there is a need to:

- address the changes occurring in the neighborhoods adjacent to the College;
- document and identify the areas of large concentration of student rental housing in the vicinity of KSC;
- research solutions to mitigate the impact of noise, litter and large gatherings on residents;
- respond to the current and future area housing stock in terms of vacancy and the impact on the local community, City ordinances related to housing and code enforcement;
- assess current landlord practices and guidelines; and
- explore best practices of town-gown relations with City officials, the local colleges, area landlords, students and city residents.

Benefits

A major benefit of exploring this focus area, with the resulting collection of recommendations and tasks that follows, is the initiation of an on-going dialogue and exchange of ideas among multiple stakeholders towards the pursuit of a vibrant college/city partnership that will positively impact neighborhoods in the vicinity of the College.

Challenges

The Subcommittee identified the following as potential challenges to neighborhood revitalization:

- scarcity of financial and human resources;

- decrease in KSC student enrollment;
- increased pressure for greater economic development; and
- limitations of current policies, laws, and ordinances that may restrict new approaches, and may discourage new and possibly experimental perspectives, projects and programs.

Resources

The Subcommittee identified the following as potential resources to support efforts advancing neighborhood revitalization:

- committed and engaged College City Commission members;
- a solid working relationship between the City and College;
- access to the ITGA (International Town and Gown Association) database;
- cadre of students who could assist with surveys and projects;
- a keen interest among the members of neighborhood associations in the revitalization efforts of their neighborhoods.

Recommendations

The following is a collection of suggestions organized around thematic clusters. These proposed recommendations are intended as a guide for KSC, the City, and others in the community to be considered with respect to enhancing the conditions of neighborhoods and fostering neighborhood vitality in a collaborative manner.

The themes categorized below include recommendations related to opportunities for more effective communication between relevant stakeholders, creating incentive programs for improving quality of life and vitality in neighborhoods near campus, and studying the impact of student housing in neighborhoods off-campus.

College Engagement

Students living both on- and off-campus have an impact on the quality of life and economic vitality of neighborhoods in proximity to KSC. Close collaboration among all parties involved in the process of housing students has a potential to enhance the diversity of the housing stock, promote vibrant neighborhoods, and improve the transition of students into the community. We recommend that KSC continues to engage with various stakeholders in the following categories:

Student Housing - Assessment

- Continue to research and articulate to all stakeholders the trends in international, national, and regional demographic shifts that impact student enrollment.
- Establish a joint task force between KSC, the City and rental property owners to exchange data and ideas regarding current and projected levels of student enrollment. This joint task force might:
 - assess the impact of future enrollment trends on the KSC campus and the greater Keene community;
 - quantify the number of students living off-campus and in the community;
 - gather information on and map the locations of student off-campus housing;
 - assess the capacity of on-campus residential housing and establish an optimal size for the cohort of students living off-campus;

- explore criteria for off-campus student housing eligibility such as GPA, good standing, etc.

Student Housing - Planning

- Revisit the Campus Master Plan in respect to on-campus housing taking into consideration current budgetary constraints.
- Identify opportunities to exchange information among the College, City of Keene, and rental property owners in order to retain stability of the rental property market (study affordability and vacancy rates in the City).
- Work to establish public and private partnerships to explore possible incentive programs for attracting young professionals and families, including college and City employees, to neighborhoods that have been predominately occupied with student housing rentals. Potential incentives could include: programs to subsidize portions of closing costs or down payments for qualifying home-buyers in areas near the KSC campus; sponsorship of neighborhood revitalization by area banks and businesses; tax relief or credit programs to encourage renovations and rehabilitation of properties to support residential and commercial (re)development; KSC management of historically problematic off-campus properties, etc.

Student Housing – Communication and Education

- Develop social media and instant communication platforms to communicate with rental property owners in a more effective way about opportunities, issues, and upcoming events.
- Establish a mechanism for the KSC Coordinator of Student and Community Relations to report annually to the Planning, Licensing and Development Committee. Report could include the following: projections of off-campus students, new housing programs and initiatives, and information on housing trends. Additionally, the reporting mechanism could serve as a venue for exchanging information regarding student housing in general.
- Continue developing strategies and providing access to resources for off-campus students on issues of physical and personal off-campus safety.
- Develop an Off-Campus Peer Ambassador Program to utilize peer-to-peer education and promotion of strategies for successful and safe off-campus living experiences.
- Create educational materials to show examples of unsafe environments within a rental unit and provide resources to address issues related to student safety in off-campus housing.
- Partner with KSC students in the Occupational Health and Safety, Journalism, and Graphic Design programs to develop effective communication strategies about student safety in off-campus housing through handouts and short videos.
- Transition the current mandatory off-campus housing orientation program to become a mandatory online course (using Canvas) for students choosing to live off-campus. These students would be required to complete this course before they move off-campus.
- Continue the work necessary to create a database of addresses for all KSC students living off-campus in Keene. While some progress has been made since October 2016, large gaps in data still exist.

Student Engagement

Student engagement starts “at home.” The college campus provides an immense opportunity to nurture student behavior, model social growth, and plan for the transition of students into the community. Cultural shifts within the student body have been observed over the last two years, with many initiatives still in the development pipeline. Most notably, recently created Academic Curricular and Co-curricular plans call for much closer integration and coordination of Academic and Student Affairs. We recommend strengthening this positive trajectory through the following recommendations related to reinforcing student engagement on-campus:

- In collaboration with KSC Student Government, continue exploring options to keep students engaged in on-campus activities during the late evening hours and during the weekends.
- Develop strategies to keep students informed and regularly updated about on-campus activities. These strategies could include:
 - Integrate information disseminated on various social media platforms such as Facebook into the myKSC platform to inform students about upcoming events.
 - Employ Hooties Rewards application as a unified advertising and messaging strategy to encourage students’ participation in on- and off-campus activities and events.
 - Encourage KSC faculty to incorporate event content into their classes and/or syllabi. This could be especially effective in the core courses of the Integrative Studies Program.⁴
- Continue to increase the offering of Friday classes that fulfill major requirements.
- Designate a large multi-purpose space/building on KSC’s campus to host events led by the Student Government. This space could be used as a venue for student musicians, karaoke, local bands and games, etc.

Parent Engagement

Parents play a significant role in facilitating the transition of students to living on-campus. Typically, parent engagement is much higher in year one of the student experience, and decreases when students plan their transition to off-campus housing. The City of Keene and Keene State College already provide many resources for students related to off-campus housing. However, to further facilitate a smooth and safe transition of students moving into the neighborhoods off campus, the following parent engagement strategies are recommended:

- Research an opportunity to create and implement an orientation program for the parents of students who are interested in off-campus housing options. This could include opportunities to educate them on the voluntary inspection program of rental properties listed on the KSC website⁶ and in the City of Keene database⁷.
- Explore options to disseminate and share information collected by the Community Coalition, which is composed of representatives from the City’s Police, Fire, Code, and Health Departments, the KSC Student Conduct officer and the KSC Coordinator of Student and Community Relations.

⁴ For more information about the Integrative Studies Program see: <https://www.keene.edu/academics/isp/>

⁶ Off-campus resources are available at: <https://www.keene.edu/office/reslife/och/>

⁷ Voluntary Inspection resources are available at: <https://ci.keene.nh.us/code-enforcement/>

- Initiate platforms/programs for disseminating off-campus housing information to parents in the form of newsletters, webinars, etc. located on the KSC Off-Campus Housing web-page. An off-campus housing orientation could promote parent awareness and engender their support on issues such as leases, local laws and ordinances, student expectations and consequences.

Resident Engagement

Neighborhood groups and associations provide an important forum to voice concerns, discuss emerging trends, and provide opportunities to manage and improve the environment of neighborhoods adjacent to the KSC campus. KSC and the City could benefit from more regular collaboration and coordination between these existing neighborhood groups. While there has been improved communication over the past few years between these entities, there is an opportunity for more routine and structured engagement. Therefore, we recommend the following:

- Coordinate current efforts between the City of Keene and KSC to engage the residents of the neighborhoods adjacent to the KSC campus in a dialogue that fosters relationship building and identifies the resources needed to manage the transition of students in and out of the community.
- Develop a Resident Info Session to update residents on current policies and trends regarding off-campus student housing, including the KSC student conduct and accountability processes.
- Continue to encourage neighborhood groups and associations to advocate and collaborate with all local institutions of higher education and the City.
- Encourage and support members of neighborhood associations to be active participants in promoting enhanced quality of life. The efforts of the South East Keene Neighborhood Group could be used as a model for other groups in the City.
- Provide appropriate resources and continue to facilitate the “meet and greet” opportunities for introducing students and neighbors in order to develop positive relationships.
- Consider providing resources from the City of Keene Police Department to train volunteers for community patrol opportunities to aid the law enforcement with maintaining safe living environments in their neighborhoods.

Rental Property Owner/Manager Engagement

Engagement of landlords managing rental properties in the vicinity of KSC is vital to maintaining and improving the quality of life in neighborhoods near the campus. The subcommittee has identified the following recommendations as a way to further develop the relationship between landlords, KSC, and the City:

- Encourage the establishment of a local Landlord Association and coordinate with the Chamber of Commerce for possible outreach, administrative, and organizational support.
- Explore options for developing and offering a training program for new and existing landlords. Such program could address topics related to existing regulations for rental property owners, pro-active management of nuisance and disorderly conduct situations, etc.^{8,9}

⁸ Landlord Training and Certification Program resources: <https://www.thegoodlandlord.net/home/>

- Research the development of a rating system for rental properties.¹⁰ This system could consider various criteria such as safety, sustainability, recycling, alternative transportation, practice and policies, sample leases, etc.
 - Consider an Off-Campus Housing Partnership Program to incentivize landlords who participate in the rating system.¹¹
- Establish close collaboration between the City, rental property owners and KSC to strategically address vacancies and transition properties from student rental to other uses like workforce housing, etc.
- In collaboration with rental property owners develop a local open house program for off-campus living opportunities. Coordinate the open house timing with Move-in Day activities to allow parents to visit local rentals and manage student engagement during the Opening Day/weekend.

Municipal Engagement

The municipal government of the City of Keene is a vital partner in facilitating the relationship between KSC and surrounding neighborhoods. We recommend that the City continues engaging in a dialogue with rental property owners from the perspective of providing incentives to enhance effective management that reduces need for municipal enforcement.

Rental Properties – Management, Incentives and Regulations

- Explore an option for establishing an ordinance that regulates unruly gatherings on private property.
- Encourage the City of Keene Police Department to re-establish a program that pro-actively targets known areas of disorderly conduct in the vicinity of the College.
- Research opportunities to enact laws, ordinances, policies and programs that encourage rental property owners to provide exceptional service and safe living environments to tenants, and to reduce violations and service calls. Examples of potential programs that have been implemented in other communities include:
 - Mandatory registration/licensing of rental properties with the city.¹²
 - Provide mandatory initial rental property inspections and yearly voluntary re-inspections by unit, not per building.¹³
 - Provide a guidance program for new and existing property owners about best practices for property maintenance.¹⁴

⁹ Landlord Training Program offered by municipal government:

<http://city.milwaukee.gov/Landlordtraining#.WruZHma-LMU>

¹⁰ Landlord Rating Program: <http://www.burlingtonfreepress.com/story/news/2017/05/19/burlington-releases-landlord-rating-data/322445001/>

¹¹ Example of a partnership program: <https://offcampus.osu.edu/partner-with-us/off-campus-housing-excellence-program/>

¹² Rental property registration process for the City of Boston. <https://www.boston.gov/departments/inspectional-services/how-register-rental-property>

¹³ Information regarding current inspection program in Keene:

<https://ci.keene.nh.us/sites/default/files/Voluntary%20Inspection%20report%203-13-18.pdf>

¹⁴ Tennant and Landlord handbook sample:

<https://www.burlingtonvt.gov/sites/default/files/LeadProgram/RENTINGinVERMONT.pdf>

- Provide options for legal counsel services related to rental property agreements/violations to off-campus students.
- Provide sample lease agreement language developed in collaboration with rental property owners, the City of Keene and KSC.
- Encourage a pro-active approach to property maintenance through the development of incentive programs (e.g. Badge of Honor for Landlords) in an effort to reduce service calls.
- Clarify and communicate with rental property owners the consequences of non-compliance with City regulations.

Rental Properties - Effective Communication

- Strengthen channels of direct connection/communication between the Keene Police Department and rental property owners by improving the reporting mechanisms from the Police Department to Code Enforcement, the landlord and/or the College about incidents related to student conduct.
- Revisit the extent, timing, and level of accessibility of information included in the Police Media Log.
- Establish a regular reporting mechanism related to off-campus student housing from the Code Enforcement staff to the Planning, Licensing and Development Committee.

Rental Properties - Economic Development

- Market the City of Keene in a collaborative way with local colleges, City government, not-for-profits and private businesses to leverage coverage and resources available to attract economic development.
- Explore the potential for grants, financial incentives, and partnerships among KSC, City and private investors that relate to economic development and revitalization of neighborhoods in the vicinity of the College. This study could lead to establishing of coordinated revitalization plans for the areas influenced by off-campus student housing.
- Research possibilities to incentivize home ownership in the neighborhoods around the KSC campus.
- Review and expand the scope and reach of various economic incentive programs adopted by the City (e.g. Economic Revitalization Zone and RSA 79-E Community Revitalization Tax Relief Incentive) and the existing SEED district to the neighborhoods adjacent to the KSC campus.

APPENDIX

Diversity & Inclusion Resources

This is a non-exhaustive list of community resources that provides information on services available for various issues and topics related to diversity and inclusiveness.

Incarceration:

- [Monadnock Restorative Community](#)
- [Brattleboro Community Justice Center](#)
- [Community Resources for Justice](#)

LGBTQ:

- [Monadnock Restorative Community](#)
- [Freedom New Hampshire](#)
- [Transgender NH](#)
- [Green Mountain Crossroads](#)

Mental Health:

- [MAPS](#)
- [Monadnock Family Services](#)
- [Monadnock Developmental Services \(MDS\)](#)
- [Active Minds](#)
- [The Samaritans](#)
- [The Hive Mutual Support Network](#)

Race/Ethnicity

- [Vermont Partnership for Fairness and Diversity](#)

Religion

- [Congregation Ahavas Achim](#)
- [CRU](#)
- [Islamic Society of Greater Keene](#)
- [Keene Unitarian Universalist Church](#)
- [Monadnock Interfaith Project](#)
- [Newman Center](#)
- [St. James Episcopal Church Social Justice Ministry](#)

Other:

- [ACT for Social Justice](#)
- [Black Lives Matter](#)
- [Brattleboro Solidarity](#)
- [Historical Society of Cheshire County](#)
- [Jonathan Daniels Center for Social Responsibility](#)
- [Jonathan Daniels / Martin Luther King Committee, City of Keene](#)
- [Justice for All Vermont](#)
- [Keene Public Library](#)

- [Keene Parks and Recreation Department](#)
- [Keene State College](#)
 - [Office of Diversity and Multiculturalism](#)
 - [The Cohen Center](#)
 - [Safe Space Subcommittee](#)
 - [Step-Up \(Bystander Intervention Steering Committee\)](#)
 - [Common Ground Multicultural Club](#)
 - [Courageous Conversations](#)
 - [Mentors in Violence Prevention \(MVP\)](#)
- [Lost River Racial Justice](#)
- [Monadnock Center for Violence Prevention](#)
- [Monadnock Progressive Alliance](#)
- [Outright Vermont](#)
- [The Root Social Justice Center](#)

COLLEGE CITY COMMISSION 2016 REPORT STATUS UPDATE (as of 5/23/18)

Green = Completed

Yellow = Not yet addressed

Orange = In progress/partially completed/on-going

HOUSING		
SHORT TERM RECOMMENDATIONS	PROGRESS	
1	Complete a more thorough documentation of ongoing or current initiatives by KSC and COK regarding off-campus housing. A partial list of these initiatives (we are certain that there are more) includes:	Several are already outlined in the 2015 report and are underway, and KSC continues to document progress in that area, including monthly meetings of a Keene Community Coalition that consists of representatives from KPD, City's Code Enforcement, and Keene State - The work of the Coordinator of Student and Community Relations Robin Picard is critical to this piece.
1.a.	A mandatory new off-campus housing orientation with presentations by KSC officials, COK inspection officers, and Keene Police Department (KPD) for all students intending to live in rental units. Students face a \$200 fine for non-attendance, and 800 students participated in spring 2015.	This orientation has been taking place annually since 2015.
1.b.	Formation in 2014 of a Keene Community Coalition consisting of representatives from KPD, COK Code Enforcement, and KSC. This group has monthly meetings with minutes distributed to supervisors and administrators at KSC and COK.	A Community Coalition has been formed with staff from the City's Code, Police, and Fire Departments and from the College's Coordinator of Student and Community Relations and Student Conduct Offices. This group meets monthly to maintain communication between the relevant departments/organizations on reactive and proactive enforcement with respect to the campus and community. Additionally, representatives from this Coalition attend Neighborhood Group meetings on a routine basis.
1.c.	Coordinated COK inspection of rental units (the "Voluntary Inspection Program") before listing them on KSC student off-campus living website. This program is reported to have increased inspections to between 500 and 600 units per year.	COK has implemented a Voluntary Inspection Program, which allows property owners to advertise their apartment or house on the College's online Off-Campus Housing Directory following passage of a housing inspection. This program is ongoing. In 2017 there were 291 inspections conducted, down from an average of between 400 and 500_ units inspected in previous years. It is noted that this reduction may be due to changes in the College's Off Campus Housing Listing policy, and declines in student enrollment.
1.d.	Addition of new KSC conduct officers to provide greater capacity to enforce conduct issues and pursue violations off campus.	A step was taken with the hire of Cory Davis as the Coordinator of Student Conduct.
1.e.	Hiring of two code enforcement staff by the COK to replace vacant positions during the summer of 2014 despite budget pressures.	2 Part-Time Housing Inspectors were hired in fall of 2015.

2	Coordinate the above initiatives and others mutually agreed upon between partners (if not already happening).	This is on-going.
3	Improve communication of the initiatives to external constituencies. This should be provided via one central portal run by KSC or COK or both. An initial systematic effort at publicity of this portal and information should be part of the medium term efforts below.	The Commission may consider revisiting this recommendation to clarify its intent.
4	Recommend that KSC and the COK's code enforcement staff publish sample lease language online containing binding provisions regarding conduct and substance use/abuse that parallel, where possible, expectations now in place at residence halls. Model language is now being collected by the City and the College and should be reviewed and released for possible use over the medium term. Encourage use of this language by all landlords; especially, those who have passed a voluntary inspection.	The Commission reviewed potential model lease language in 2015 and determined that no further action was required at that time.
5	Recommend that KSC's Coordinator of Student and Community Relations position, formerly occupied by Allison Riley, be expanded to full-time and quickly refilled. This position should also establish relations with off-campus, large-scale housing facilities.	This position was filled by Robin Picard in 2015.
6	Require that students report their local address for KSC records, perhaps in order to complete class registration. These addresses (not names) could be shared with City officials. Doing so would help with KSC and COK resource allocation.	Working towards this for the fall 2018 Off Campus Orientation to collect addresses.
7	Continue an appropriate level of KSC and COK partnered membership in the International Town Gown Association (ITGA). This membership enables access to the conferences, news, research reports, and networking that is beneficial to relevant administrators and members of the College-City Commission.	Robin Picard attended ITGA Conference in 2017 and 2018.
8	Actively encourage the owners and managers of new off-campus private apartment buildings for student renters to meet with representatives from KSC and participate in the landlord association. In addition to the typical array of issues we think it is beneficial for these owners and managers to be in communication with KSC about its policies regarding residence hall life and behavior. The differences between these and policies in the private apartments should be clear to everyone, including students, and all should be aware of conduct expectations and other policies that follow students to these residence hall-like but less regulated settings.	There are continuing efforts to increase communication between all partners identified in this recommendation.
MEDIUM TERM RECOMMENDATIONS		PROGRESS

1	Ensure that the programs listed above are continued and given the resources needed to be successful. Participants in Commission meetings noted funding needs to be identified for key programs. These include adequate staffing to conduct inspections of rental properties and to answer community calls and continuation of the KSC Community Outreach Coordinator.	Both KSC and COK have committed to sustaining the positions referenced above. Much of this work is still in progress.
2	Determine the best approach to working with landlords for quality assurance and consider offering an incentive to keep properties clean, safe, and up to code. In the past an ordinance has been explored and even drafted, raising questions of where it would focus (behavior or property condition/maintenance), and whether it can be made enforceable. At the same time we hear that other New Hampshire communities have adopted similar ordinances. The questions around this option should be explored to produce a more final policy answer. In addition, we have learned of adoption of an “Unruly Gatherings Ordinance” in 2013 by the City Council in the college town of Eugene, Oregon.[1] This measure should be explored as an alternative or supplement to one on disorderly housing.	A Discussion an Ordinance for Disorderly Residences is on "More Time" at the Council's MSFI
3	Facilitate the establishment of an association of landlords in Keene, using KSC and COK resources together. Among the benefits such an association would bring to the City, renters, and administrations would be coordinated input on possible ordinances like those above, development and exchange of best practices for things such as tenant applications and lease language, and possible self-enforcement on issues such as appearance and maintenance.	At this time, there is not support for creating an association. KSC and COK actively work with landlords as well as with students renting off campus.
4	Further develop an active approach to incentivize students living off-campus to be good citizens. Among the steps discussed by the Commission are:	
a	Encourage KSC to explore pre-approving listings of all off-campus housing, giving KSC more awareness and control of the types of housing available to students and further reinforcing that off-campus living is a privilege.	Keene State only promotes houses that have passed the voluntary inspection. However, most students rent “known” houses – ones they hear about from others.

b	Increase student rental neighborhood patrols by KPD and increase prosecution of conduct violations by students committed off campus	KPD increased patrols in these areas during targeted weekends, much of it funded by KSC. The overall manning and deployment of KPD Officers does not always allow for extra patrols in specific areas, through KPD attempts to provide enhanced patrols when possible. These extra patrols set the tone for what students may expect, and what is expected of them, for the duration of their time at KSC. They also build on and reinforce the information they received during orientation, of which the KPD College Liaison Officer participates with KSC. KPD works closely with other COK Departments and KSC Representatives to proactively address any issues that are brought to their attention or as they occur. This collaboration has increased steadily over the last several years and culminated with the extension collaboration efforts prior to the 2017 Pumpkin Festival.
c	Explore the possibility of making off-campus living an earned privilege and not an automatic option for upper-level students – perhaps requiring students with behavioral records or issues to be on probation and cleared before being permitted to move out of residence hall. Likewise, consider offering off-campus options to excelling freshmen and sophomores.	This is a ongoing area of focus for KSC.
5	Aggressively pursue current efforts at KSC to expand the number of classes taught on Friday. As calls to KPD for noise and behavior issues begin their weekend increase on Thursdays, increasing Friday classes might mitigate this behavior.	KSC has undertaken efforts to implement this recommendation where possible with the resources available.
6	Encourage either additional COK Code Enforcement staff or different enforcement emphases and changes to City Code to ensure housing stock is not degraded.	COK does not have plans to increase enforcement staff at this time. The Code, Health, and Planning Departments will be merging in July of 2017 to become the Community Development Office. This reorganization will not impact the enforcement mechanisms but will be an opportunity for these departments to reconsider/reexamine how it interfaces with the public/community.
LONG TERM RECOMMENDATIONS		PROGRESS

1	KSC will continue to coordinate with COK on its Residential Life Master Plan and will integrate this plan into the KSC Campus Master Plan. This plan develops goals for things such as on and off campus housing numbers. The committee was pleased to learn that KSC intends to increase the percentage of students living on campus. Input in future drafts from landlords should also be solicited and incorporated.	KSC is working on update to this plan at this time. KSC will coordinate with COK and the Commission in these efforts where possible.
2	Revise the Comprehensive Master Plan for Keene to incorporate information and objectives from the Housing Plan for KSC. The plan should also consider types and locations of off-campus student housing, and explore zoning incentives for off-campus housing areas.	COK has programmed funding in the FY 2019-2024 Capital Improvement Program to conduct an update to the Comprehensive Master Plan for FY 2023 and 2024.
3	Seek partnership with businesses and other entities to assist in conversion of rental housing back to owner or non-student occupation in target neighborhoods. The Commission sees the need to proactively plan for the possibility that demand for housing may decline in some of the neighborhoods where it is currently high. To plan for this, the COK should first identify properties best suited for alternative uses. Prior work by the Heading for Home Coalition, the Cheshire Housing Trust, the Keene Housing Authority, and the Monadnock Economic Development Commission should be brought in to this effort.	COK has adopted new zoning regulations as well as economic incentives for the Marlboro Street Corridor and nearby neighborhoods. The new Residential Preservation Zoning District was adopted with the intent of encouraging the return of housing to single family homes in the neighborhoods near the College. RSA 79-E and an Economic Revitalization Zone were established in these areas to encourage reinvestment and economic development.
4	Explore and consider using zoning designations that control the placement of alcohol vending with regard to student rental concentrations (COK).	The City has explored in the past the regulation of bars, and may revisit this in the City's Land Use Code Update. It is unclear at this time whether it is feasible to regulate the vending of alcohol specifically through zoning.
5	Explore the possibility of other mechanisms besides KSC website listing to incentivize quality and management of off-campus student housing.	Course SAFE209 was developed, greater parent and student outreach is going on, and increased relationship building with landlords has been underway, opening up pathways for communication and influence.
COMMUNICATION, RELATIONSHIPS, CELEBRATIONS		
SHORT TERM RECOMMENDATIONS		PROGRESS
1	Complete more thorough documentation of ongoing or current initiatives by the KSC and COK regarding communications, relationships, and celebrations. A partial list includes:	
a	Establishment of the Mayor's special committee on celebrations and events. To date, the Fall Festival Committee has decided on the theme of cultural diversity for a fall 2016 festival, and has obtained conceptual approval from the Council's Planning, Licensing and Development Committee. The concept of this festival involves collaboration between several entities including the City and the College, making it a truly community-based festival.	The Fall Festival Committee has planned two festivals (2016 and 2017); however, there has been discussion about improving coordination of events in the downtown. The Fall Festival was cancelled for 2018 with the return of the Pumpkin Festival, which is scheduled to take place on 10/28/18. COK has appropriated \$25,000 to partially support the position of a Downtown Coordinator in partnership with other local organizations.

b	Integration, starting fall of 2015, of a community service activity into orientation for all incoming KSC freshmen.	Community Service Day was established at KSC.
c	Integration of KSC culture in the community by invitation, such as KSC's letter to the editor in the Keene Sentinel inviting the community to participate in the fall 2015 'Clap-In' on campus.	KSC notes that this work is underway and ongoing.
d	A history of internships and engaged learning partnerships between the COK and KSC. An example of this is the City Manager's teaching of KSC's course in Public Administration which resulted in numerous student placements in COK offices over the years. Geography, Architecture and Environmental Studies students have also participated over the years in regular research projects and the production of reports for the COK's use in planning, recreation, and green space protection.	This work is ongoing. Recently, the College has expanded on this collaboration with SAFE209 course, which brought in city officials to introduce the work conducted by the officials, and to establish connections for future projects/internships. There is still more opportunity to explore.
e	Community invitation to, and use of, KSC's arts and cultural facilities and activities.	This work is underway and ongoing.
f	"Spirit of Place" activities including adopt-a-street program.	While Spirit of Place is not actively seeking any new donations - There are still volunteer opportunities available through COK including, Green Up Keene, Student Clean Ups, and Rivers to Sea Clean Up, and other programs
g	Annual KSC awards, including the President's Council Award, presented to faculty, staff, and student organizations for community service work.	KSC recognizes students, faculty and staff for contributions to the community.
2	Once these efforts are more comprehensively documented, they should be publicized effectively and updated when necessary.	This work is underway and ongoing.
3	Establish a regular/monthly meeting between the Mayor and the KSC President. Each might be accompanied by a staff member or College-City Commission chair. The purpose of these meetings is to share issues and concerns and to place needed issues on the agenda of the College-City Commission.	KSC President and the Mayor meet routinely and the KSC President and City Manager meet monthly (if not more frequently). College City Commission staff meet with the Mayor and KSC President at least twice a year to discuss the work of the Commission and future efforts. In addition, the Mayor and KSC President meet with the CCC twice a year.
4	Add emphasis where possible in ongoing College strategic and co-curricular plan to items that complement communications, relationships, and celebrations.	
5	Formalize the membership and operation of the College-City Commission. Topics to be decided include terms, selection of chair/co-chairs, meeting location, staffing and resource contributions from the College and the City. Ensure that the Commission addresses remaining focus areas in its charge, including Infrastructure and Parking and Preserving the Tax Base, with a deliverable being a report equal in substance to this one.	The Commission was established as a formal Commission of the City of Keene in Jan of 2017. It completed a Report on the remaining focus areas of Parking and Tax Base in the fall of 2016.
6	Note array of recommendations from New Hampshire Listens report where excerpted above and implement where possible.	
MEDIUM TERM RECOMMENDATIONS		PROGRESS

1	The COK and KSC should expand and coordinate their current monitoring and use of social media. The purpose of this recommendation is to assist with events, both to gather and share information about planned parties and public assembly and to provide clear and up-to-date information to the public. This recommendation mirrors one made in the “Safer Communities” report to Amherst and the University of Massachusetts (pp. 45-6).	COK and COK (specifically Keene Police Dept) work closely together to coordinate when there are events taking place.
2	Coordinate regular planning efforts of all sorts between City and College in addition to those specified earlier around housing, construction and facilities.	The Commission plays an important role in helping to develop ideas around how to continue to expand coordination around planning efforts, including current conversations about a community calendar and sharing of events.
LONG TERM RECOMMENDATIONS		PROGRESS
1	The COK and KSC should evaluate the communication, training, collaboration, and situation assessment strategies suggested for campus security and city police in the “Safer Community” report, especially those aimed at event planning and preparation (particularly those in Sections 6.1 – 6.3).	The report reference is very complex and addressing how KPD has addressed each issue would be difficult for this tracking tool. KPD has worked on Community Oriented Policing, especially through its collaboration with KSC and other City Departments and the College Liaison Officer. Chief Russo has provided a memo to the Mayor and City Manager that outlines more specifically how the KPD has been actively working on this recommendation
2	Attempts should be made in future events when norms and relationship expectations are violated to hold opportunities to renew understanding and promote healing. An example of this in the past would be the community hearing held in December after Keene’s fall 2014 Pumpkin Festival.	KSC and COK recognize the importance of healing as a community after difficult experiences. This has not been necessary since 2014, but will be an important consideration going forward.
NORMS/EXPECTATIONS & ALCOHOL/SUBSTANCE USE		
SHORT TERM RECOMMENDATIONS		PROGRESS
1	As with other recommendation areas we suggest a more thorough documentation of ongoing or new initiatives by KSC and COK regarding behavior and substance use and abuse. A partial list of the many efforts now underway includes:	KSC will document the initiatives underway, to ensure that information is consolidated in one location for future needs.
a	The hiring of a new Alcohol and Other Drug Coordinator by KSC to help administer education and other programs.	KSC did have a coordinator in place, who has since left for a new position. A committee is currently in place and a counselor is participating. This recommendation is currently being discussed.
b	Expanded residence hall programs and information postings around alcohol and substance use, including expanded education during summer and early semester freshmen orientation.	KSC has added more programs. Live Well KSC is folded into Residential Halls and there is greater communication efforts in residential halls on this issue than before.

c	Increased communication to students during move-in fall 2015 occupants of problem households were contacted resulting in fewer reports than previous years.	Communication has expanded.
d	New fines for substance and alcohol offenses.	Fines have been put into place that are more significant.
e	More aggressive pursuit and enforcement of conduct violations by KSC, including those committed off campus.	KSC is more aggressive in this area and it has increased funding for additional off-campus patrols.
f	Expanded use of surveillance video monitoring and evidence gathering in the aftermath of escalated gatherings like Pumpkin Festival and celebrations after sporting events.	KPD has incorporated this recommendation into its investigative methods. Fortunately, since 2014, they have not needed to use these resources but have obtained an expanded capability to do so.
2	As there seems to be little knowledge of the efforts described above and others like them KSC and COK should be particularly committed to expanding this list and publicizing it. This will improve the understanding within the community of work that is already being done. At the same time it will create an atmosphere in which, according to the "Safer Community" report, students and others will be less likely to violate behavioral standards. They are less likely, for example, to violate standards if they are versed in the consequences and if they are aware that their actions might be captured on film.[1]	This is an on-going task of the Commission.
3	Recommend that the COK allocate additional funding in the FY16-17 budget for increased police patrols in problem neighborhoods.	
MEDIUM TERM RECOMMENDATIONS		PROGRESS
1	Encourage coordination among faculty and staff at KSC to ensure students at risk are directed to prevention programs. For example, more could be done to train and engage faculty in ways to direct students into prevention programs and also staff from other areas of KSC (e.g., Athletics, Greek Life, Clubs and Orgs, etc.).	KSC has an active KSC CARES program. As retention and wellness continue to be significant areas of focus, the college will continue its work related to this recommendation.
2	Recommend to KSC and COK the addition of another law enforcement liaison officer to assist with legal prevention and enforcement. The KPD has a practice of proactive enforcement and education, which would be better implemented with the addition of more staff capacity.	KPD has noted that is currently no movement in the direction of adding another KSC Campus/Community Liaison Officer (CLO), but there is support from KPD for this effort. A challenge to adding another CLO at this time is being able to staff the KPD at its authorized levels. KPD is currently taking steps to attract more qualified candidates for sworn positions that are currently unfilled.
3	Following a recommendation to UMass and the Town of Amherst in the "Safer Community" report, we urge a "thorough review of current and new on and off campus entertainment venues"[1] aimed at evaluating the number and attractiveness of places for students to gather and do things that do not involve the sale and consumption of alcohol. These may be venues that count as celebrations. The College should consider promoting student awareness and use of such temporary options.	COK and KSC are continuing efforts to explore the offering of programs both on and off campus.

LONG TERM RECOMMENDATIONS		PROGRESS
1	Increase levels of prevention presentations at KSC Orientation and Welcome Days in a meaningful, strategic, and integrated way.	The KSC retention taskforce is taking on this topic, with the goal of integrating wellness messages more into the student experience from the beginning.
2	Consider expansion of the scope of KSC's current work with addictions/substance abuse issues from its current level of resources while also managing risk on behalf of KSC.	This is an important role of the KSC counseling center and is an ongoing conversation.
PARKING & INFRASTRUCTURE		
SHORT TERM RECOMMENDATIONS		PROGRESS
1	The City and College should address the issue of pedestrian and bicyclist safety along the areas of Main and Winchester Streets near KSC's campus by co-sponsoring a community forum on the topic and by identifying funding opportunities for installing traffic calming and Complete Streets elements.	COK and KSC have had ongoing dialogue regarding pedestrian safety in the areas surrounding the KSC campus. A community forum has yet to be held; however, multiple public meetings have addressed this topic.
2	The City, KSC, and community will work together to identify opportunities for additional pedestrian crossings and improved lighting across Main Street, in the areas between NH 101 and the Marlboro and Winchester Street roundabout, and across Winchester Street between the NH Route 101 roundabout and Main Street.	This recommendation continues to be a conversation. In Fall of 2016 the City made interim improvements in the form of additional signage and markings to the pedestrian crossing on Main Street near Elliot Street and Rhoades Hall. COK is working with KSC on a project to improve these crossings at Elliot St and near Rhodes Hall, and the preliminary design concept includes pedestrian activated signals. The project is currently programmed in the FY19 to 24 CIP for FY23.
3	The City will utilize and raise awareness of the recently adopted Complete Streets Policy (November 2015) and Design Guidelines, especially, when designing or redesigning/reconstructing roadways in densely populated neighborhoods and areas of the City.	As a matter of normal operating procedures, the COK Public Works Department reviews and utilizes the Complete Streets Design Guidelines for every road project.
MEDIUM TERM RECOMMENDATIONS		PROGRESS
1	The City, College and the NH Department of Transportation will routinely communicate and coordinate with each other on the design and construction of relevant infrastructure projects, including the Winchester Street Reconstruction and the Multiuse Bridge across NH 101 (also known as South Bridge).	In 2017, the South Bridge/Multiuse Bridge was completed. The reconstruction of Winchester St is currently in the preliminary design phase (although an engineering study has been submitted). Frank Mazzola, KSC Facilities Director, is sitting on the Citizens Advisory Committee for the Project. The project will be constructed in FY20.

2	The City will examine the feasibility of installing pedestrian activated flashing beacons, and/or other measures to improve nighttime visibility and pedestrian safety at high volume pedestrian crossings near KSC's Campus. An area of focus might be the intersection of Winchester Street with the Cheshire Rail Trail, near Foundry Street.	A pedestrian activated flashing beacon was installed on Winchester Street near Foundry St/Cheshire Rail Trail. COK is working KSC on a project to improve pedestrian crossings at Elliot St and near Rhodes Hall. At the moment, the preliminary design concept includes pedestrian activated signals. Pathways for Keene intends to install solar-powered lighting along portions of the rail trails in Keene.
3	To pilot potential roadway improvements and raise awareness of Complete Streets concepts, the City, College and/or other partners should consider organizing short-term demonstration projects similar to the "Rethink Marlboro Street" Complete Streets demonstration sponsored by the City in September of 2015.	There have been multiples efforts on the part of COK to implement Complete Street Improvements on Marlboro Street and Main Street. In 2017, COK received a \$10,000 grant from MAST to paint dedicated bike lanes and shared use roadway signage on Main Street. COK is applying for a \$50,000 grant from MAST to support complete streets on Marlboro St with a focus on the intersection of Grove and Adams and Baker and Marlboro Street. COK is also applying for a Transportation Alternatives Grant from NH DOT to support this work.
4	If College considers the development of land outside the current campus boundaries, it will work with the City and other partners to study the potential impacts of such development (e.g. traffic, economic, visual, etc.) on the community. If the College was to consider developing a Wellness Complex at its property on Gilbo Ave, it would be important to first study the potential impacts of this facility on traffic and parking during large events.	If in the future, KSC considers developing land outside the current campus boundaries, it will work with COK in these efforts.
5	The College will work with HCS, the operators of the KSC Campus Shuttle and the Keene City Express, to better understand student utilization of these services, and to discuss the possibility of changing routes/schedules as a way to increase student ridership.	A survey was completed recently by HCS.
LONG TERM RECOMMENDATIONS		PROGRESS
1	The College will work with the City and/or other partners to explore opportunities for improving pedestrian/bicyclist connectivity between the KSC Winchester Street Parking Lot and the KSC Campus.	This work is ongoing. In the past academic year, this topic was the focus of a KSC Geography Class project, the results of which was shared with COK.
2	The City, College, and other partners will work together to develop a vision/plan for improving pedestrian, bicyclist and motor vehicle connectivity in the neighborhoods between Gilbo Ave and KSC Campus, specifically, in the area of Ralston Street. In the event that the College develops land on Gilbo Ave, it will be important to open and maintain Wilson Street as a through-way.	
3	The City, College, and relevant neighborhood groups should examine the impact of and discuss ways to address on-street parking in off-campus neighborhoods near the College, specifically, on Adams Street and Elliot Street.	

4	The College will work with the Monadnock Alliance for Sustainable Transportation (MAST) and/or other partners to enhance the travel options available to students/staff commuting to campus and to reduce the demand for parking on-campus. These options could include attracting a car-sharing program such as zip-car, creating a ride-board to facilitate car- or van-pooling, and expanding the green bike program. The College might also consider offering incentives to students who walk or bike to campus instead of driving an automobile.	The City has been an active stakeholder in MAST and at promoting these programs.
5	The College should establish a protocol for communicating information on its stormwater management and drainage infrastructure with the City beyond a project-by-project basis.	KSC and COK do coordinate/communicate on a project by project basis.
PROPERTY & TAX BASE		
SHORT TERM RECOMMENDATIONS		PROGRESS
1	The City, College, and other partners should utilize data from the KSC Economic Impact Study to advertise and market the City of Keene to potential employees, students, employers, etc.	The economic impact stats were incorporated by KSC into materials, but an updated economic impact study is needed.
MEDIUM TERM RECOMMENDATIONS		PROGRESS
1	The Institutional Research Office at KSC should further study the direct and indirect economic impacts of the College on the surrounding community. This study should build upon the 2012 Economic Impact Report conducted by the College to further consider the impact of volunteer efforts of both students and faculty in the Community, public events hosted by the College, and the cultural resources provided by the College. This study might also examine the impact of the City on the College as host-community.	This recommendation is under consideration.
2	The College should voluntarily submit plans for development and/or redevelopment on-campus to the City of Keene Planning Board for advice and comment.	
LONGER TERM RECOMMENDATIONS		PROGRESS
1	The City and College will coordinate with each other as they work to update and develop their respective Master Plans. Both entities should communicate routinely about the implementation of, and revisions to, these Plans as they relate to the other. Long-range planning efforts should address the importance of balancing the needs of both the College and the City with respect to property and tax base.	Collaboration and sharing of plans is important to both COK and KSC and will be a part of the future master planning process. COK has programmed funding in the FY 2019-2024 Capital Improvement Program to conduct an update to the Comprehensive Master Plan for FY 2023 and 2024.

2	The College, City, and other partners, such as large employers, will work together to address opportunities for economic revitalization of neighborhoods surrounding the KSC campus. This work may involve increasing communication between the College, City, and large employers in the area regarding future plans for property acquisition (if any). It may also involve establishing an incentive program(s) to encourage homeowners to occupy and renovate properties in these neighborhoods.	COK has adopted two economic incentive programs to help spur investment in these neighborhoods - they include the adoption of an Economic Revitalization Zone and the adoption of NH RSA 79-E along the Marlboro Street Corridor
3	The College and City will work together to renew their Municipal Services Agreement in 2019.	This remains on the horizon.