Master Plan Steering Committee

AGENDA

Tuesday, April 2, 2024   6:00 PM   **City Hall, 2nd Floor Council Chambers**

I.   **Call to Order and Roll Call**

II.   **Minutes of Previous Meeting** – March 12, 2024

III.   **Potential Names for Project** – Continued Discussion

IV.   **Survey Updates**

V.   **Master Plan Presentation from Community Development Director** – Jesse Rounds, the Community Development Director, will provide background information about the 2010 Master Plan, the purpose and history of Master Plans, and New Hampshire's statutory requirements for these documents.

VI.   **New Business**

VII.   **Next Meeting:** Tuesday, May 7th, 6:00 PM

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City of Keene
New Hampshire

MASTER PLAN STEERING COMMITTEE
MEETING MINUTES

</div>

Tuesday, March 12, 2024	**6:00 PM**	**Council Chambers, City Hall**

Members Present:
Harold Farrington, Chair
Alex Henkel, Vice Chair
Cody Morrison
Leatrice Oram
Joshua Meehan
Elizabeth Wood
Emily Lavigne-Bernier
Joseph Perras
Alexander Von Plinsky, IV
Juliana Bergeron
Joe Walier
Jay Kahn, Mayor, Alternate (Voting)
Councilor Philip Jones, Alternate (Voting)
Councilor Catherine Workman, Alternate (remote, 6:05 PM; Voting)
Kenneth Kost, Alternate (Voting)

Members Not Present:
Councilor Michael Remy
Armando Rangel
Pamela Russell-Slack

Staff Present:
Jesse Rounds, Community Development Director
Evan Clements, Planner
Rebecca Landry, Communications & Marketing Director

1) Call to Order & Roll Call

Chair Farrington called the meeting to order at 6:02 PM and roll call ensued.

2) Minutes of the Previous Meeting – February 6, 2024

Revisions: Line 236, replace "employ 50–500 people" with "employ greater than 500 people." Line 288, change "family-based healthcare" to "family-based childcare."

A motion by Mr. Walier to adopt the February 6, 2024 minutes as amended was duly seconded by Ms. Bergeron and the motion carried on a unanimous roll call vote.

22 **3)   <u>Presentation from Master Plan Consultant – David Beurle:</u> One of the City's**
23   **consultants from Future IQ, will provide additional information about the process for**
24   **the Master Plan update project**
25   **A)   Team Introductions**
26
27 Chair Farrington welcomed the lead project consultant, David Beurle of Future IQ. Everything in
28 Mr. Beurle's presentation is available on the project website: www.KeeneMasterPlan.com.
29
30 Mr. Beurle began by describing the project team, which has a great combination of complementary
31 skills. The three consultant teams on this project are:
32   ▪ Future IQ – focused on future visioning:
33   o Team: Mr. Beurle (Project Director), Heather Branigin (Project Coordinator),
34   Brittany Rempe (Creative Director), and Walter Paixao-Cortes (Data Engineer)
35   ▪ WGI – technical capabilities regarding land use:
36   o Team: Courtney Powell (Urban and Community Planning Manager), Andrew
37   Crozier (Senior Urban Designer), Kevin Cann (Project Manager), Lisa Nisenson
38   (New Mobility and Connected Communities), and Tyler Tornese (Planner)
39   ▪ JS&A – economic development:
40   o Team: Jon Stover (Managing Partner) and Leslie Gray (VP)
41
42   **B)   Project Overview, Timeline, & Methodology**
43
44 Next, Mr. Beurle reviewed the project timeline.
45
46 Phase 1—Community Vision and Community Snapshot:
47   ▪ Step 1: Initial Planning and Project Set-Up (February–April 2024)
48   o Project kick-off
49   o Online project website and branding
50   o Monthly Steering Committee meetings
51   ▪ Step 2: Initial Community Engagement and Research (April–June 2024)
52   o Community survey #1
53   o Key stakeholder interviews (recommendations from the Committee are welcome)
54   o Snapshot report
55   o Keene think-tank and report
56   o Community visioning sessions
57   ▪ Step 3: Plan and Report (June–September 2024)
58   o Stakeholder survey #2
59   o Strategic pillar roundtable
60   o Develop strategic community vision plan
61   o Presentation
62
63

64 Mr. Kost asked about the differences between the community and stakeholder surveys. Mr. Beurle
65 said that these were only the surveys for Phase 1. All surveys will be open to anyone who wants
66 to take them. In this context, Mr. Beurle said the community and stakeholder surveys were
67 essentially synonymous.

68

69 Mr. Beurle continued his presentation by showing the Committee around the website project
70 portal, which was nearly ready to go live. In community-based planning, a good communication
71 strategy and information repository are needed. The consultants were working with the City's
72 Communications and Marketing Director, Rebecca Landry, to build the standalone website that
73 will be connected to Keene's website. Mr. Beurle showed how the website design was chosen to
74 complement the City's branding. He showed examples from other cities (under "Research Lab")
75 Future IQ had worked with, like one in VT. The Steering Committee will be featured on the
76 website with bios, photos, and recorded interviews. He also showed how the survey data would be
77 loaded to the website. There will also be various newsletters on the project, which would ideally
78 reach several thousand people, helping to ensure the public is not surprised by any aspects of the
79 project. The website will also include discussion boards on certain topics to gain insight into the
80 community's preferences.

81

82 Mr. Meehan asked how the consultants would leverage social media to get more members of the
83 public interacting with this portal. Mr. Beurle replied that first, they will begin with the City's
84 communication toolkit. He showed an example from VT, including images, links, and literature,
85 etc., that people can post to their social media with a link that leads back to the portal. The first
86 two questions of the surveys will ask for people's names and emails, which creates a database that
87 could reach several thousand individuals by September.

88

89 Chair Farrington asked how long the portal will be live. Mr. Beurle said essentially, as long as
90 Future IQ is in business. It is easy to maintain. This data will be a repository of important work
91 and ideas.

92

93 Mr. Kost asked if the City would have long-term access to the data and other materials on the
94 website. Mr. Beurle replied that the intention was to build a separate URL that would be transferred
95 to the City at the end of the process. Ms. Landry already has back-end access to the website, with
96 the ability to change things in real time. Ms. Landry added that she talked with Future IQ about
97 the best way to approach this. Moving forward, anything on the project website will be kept on the
98 City's website as well. The team agreed that the fewest click for a member of the public to get to
99 the project website the better. Thus, she said there was a lot of flexibility. The project team was
100 interested in how the Steering Committee wants the website managed and how the public accesses
101 the site.

102

103 Regarding social media, Ms. Wood asked if Facebook and Instagram would be used to reach
104 younger generations, or just the project website? Ms. Landry replied that social media like
105 Facebook and Instagram will be utilized. Further, the City has an Audio/Visual Specialist who is
106 helping to make decisions like what time of day is the best for posting to different social media. In

107   addition to social media, Google ads can be used to reach others. Mr. Beurle provided another
108   example of survey questions used in Mankato, MN, to demonstrate how data can be presented.
109   Whereas 10 plus years ago community planning was largely about community building, today it
110   is more about strategic positioning to chart a path forward. Mr. Beurle said that the key to effective
111   future thinking is to consider both *trajectory* (direction of change) and *velocity* (speed of change).
112   How does Keene move fast enough to stay relevant and ahead of trends? He showed examples of
113   data visualization. Survey questions in MN included things like whether people seek future growth
114   opportunities or the importance of shared regional values. The consultants would be working with
115   City Staff to develop Keene's community survey soon.

117   Mr. Beurle continued his presentation by further describing Phase 1, which he called the "future
118   think-tank." The consultants use a "scenario-based planning methodology" that allows for
119   considering different versions of the future. On May 28–29, (times and locations to be determined),
120   the first day of the think-tank will explore future trends and the second will focus on building
121   regional scenarios. What are the key drivers shaping the future of Keene? Examples could include
122   the impacts of climate change, changing demographics, impacts of technology use, and housing
123   availability, among many others. Then, members of the public would be asked to rank the future
124   impact of these drivers to determine those with the highest impact.

126   Mr. Beurle explained how this data can be used to create a "scenario matrix," in which the most
127   important drivers are grouped to identify themes. In the case of Mankato, MN, these themes
128   included economic approach and community adaptation. Themes are presented as continuums to
129   allow for visualizing and predicting implications for the different possible community adaptation
130   futures. What are the plausible futures of Keene?

132   On the second day of the think-tank, the group will engage in predicting what could happen in
133   Keene under certain future conditions. What is the preferred future of Keene? This community
134   engagement process should generate rich data. The distance and direction from the expected to the
135   preferred explains the shift in trajectory needed, which defines the framework for the planning
136   process. In this effort, the community will develop "strategic pillars" that are the building blocks
137   to the preferred future. Then, there would be task forces on each pillar, which essentially become
138   the chapters in the comprehensive planning element. He called this a serious future analysis that
139   is driven by collective intelligence. What do members of the community see? What are the forces
140   shaping their assessment of future impacts?

142   Ultimately, 80–100 participants are expected over the two days of the think-tank. Ideally, this will
143   be a representative cross section of the community. Following the think-tank, there will be
144   community visioning sessions, in which members of the community weigh-in on the preferred
145   future. Deep thinking and broad engagement of the community are essential. Mr. Beurle asked the
146   Committee to consider who in the community should be invited to the think-tank.

148   Chair Farrington asked if Mr. Beurle had reviewed the vision listed in Keene's 2010
149   Comprehensive Master Plan. Mr. Beurle said yes. Chair Farrington wondered if Mr. Beurle had

150 thoughts on how the 2010 Plan contrasted with this Steering Committee's efforts. Mr. Beurle
151 replied that the needs for planning and land use allocation are different than they were in 2010.
152 There are also different generational values today that require a different approach to this planning.
153 The goal is to be future-ready; to help the community see where it is heading and how to set the
154 course for the future it wants, in a world of rapid changes and uncertainty.
155
156 Mayor Kahn noted that New England is a region, and it is hard to separate the 23,000-person City
157 of Keene from that region, so it is important to understand the region before funneling down to
158 where Keene factors in. Should Keene exceed the potential of the region as a whole? Should Keene
159 sit within the overall moving tide of the region? Mayor Kahn said that the interactive tools for data
160 visualization would help the community to see influential trends for the next 20 years. There are
161 great minds in the City and region that could be resources in this effort. Mr. Beurle agreed, noting
162 that the first day of the think-tank will include presenting a lot of the micro data that the Mayor
163 referenced.
164
165 Chair Farrington opened the floor to public comments.
166
167 Anthony Farantello of 84 Woodland Avenue said there is wonderful documentation of all the
168 minutia that contribute to Keene's quality of life. He said some in the community are
169 disenfranchised with economic and food instability, and job challenges. He wondered how the
170 stakeholder interviewees would be chosen, noting that many important stakeholders do not come
171 to these meetings. Mr. Farantello recalled a student telling him they want to leave Keene after they
172 graduate because there is nothing here. He said that would be the quintessential question: what to
173 create that will make young people want to stay here? Mr. Beurle expects that more than 1,000
174 people will take the survey, and the data can be sorted to see the demographics completing the
175 survey. There could also be efforts to reach younger voices, like sessions in schools. He thought
176 that in a community of this size, 1,000 responses should be a good cross-section of the community.
177 It will be a 10–15-minute survey with in-depth questions that demand serious thinking. This should
178 create a lot of high-quality data. It is common to extend a survey if not enough feedback is received
179 on a particular issue. Ultimately, the Comprehensive Master Plan should be a framework that
180 shapes the community for the future. It is not about solving many issues, but planning to mitigate
181 challenges for the different segments of Keene's population; the job is not to fix, but to set the
182 stage for future decisions.
183
184 Mr. Meehan asked how granular the surveys would be. Would they gather data on socioeconomic
185 background? Mr. Beurle said that is a challenging issue, because such questions can be off-putting
186 to survey users. Mr. Meehan understood but added that the Steering Committee and consultants
187 should be mindful to work hard to ensure those marginalized groups (socioeconomic, health, age,
188 etc.) are invited to take the survey. Mr. Beurle said that the consultants would need to figure out a
189 strategy for that outreach.
190
191 Regarding outreach, Ms. Lavigne-Bernier thought this Steering Committee should take an active
192 role. She was reminded of how excellent Keene State College's (KSC) social media is. She

193   recently started following the KSC men's basketball team and rooting for them on Prime Roast's
194   social media. Now, the team comes to the shop almost every day. She said she would be happy to
195   visit KSC and host a meeting about the survey, which could be more approachable for students.
196   Ms. Lavigne-Bernier was a young person in Keene who wanted to leave the City after college, but
197   involvement with a local small business changed her mind and now she never wants to leave. She
198   thought many on the Steering Committee have connections to different community demographics.
199   Mr. Beurle agreed, noting that there could be a specific survey for students and what informs their
200   future decision making and aspirations. What would make it more appealing to stay in Keene? Ms.
201   Wood agreed about focusing on reaching out to and keeping young people here in Keene.
202
203   Ms. Oram noted that Keene swells during the day because of people who work in Keene but live
204   in other communities. She thought it would be wise to rely on employers to capture the views of
205   their workforces, who likely have different insight than those who live and work in Keene. Mr.
206   Beurle agreed, noting that one question will be what the respondent's relationship to Keene is. It
207   is possible that those who do not live here might be more honest.
208
209   Mr. Beurle closed his presentation by listing next steps:
210   ▪   Launch the portal.
211   ▪   Develop the communications plan (posted to the portal).
212   ▪   Seek quotes from Steering Committee on why this process is important (more impactful
213   than if coming from the consultants).
214   ▪   Open think-tank registration 4–6 weeks in advance. Typically, two 3-hour sessions.
215   Steering Committee members should share suggestions for community members to invite.
216   o   The think-tank will be Thursday and Friday, May 28 and 29 (possibly from 5:00
217   PM–8:00 PM, though not yet confirmed; mornings could also work)
218   o   Steering Committee members should recommend individuals who grasp the bigger
219   issues in Keene. The Steering Committee members were advised not to overthink
220   this, but to recommend 10–15 people each that would be ideal for good cross-
221   representation.
222
223   Chair Farrington recalled that community planning should morph into strategic positioning. He
224   shared a story he heard about a group of small communities in Arkansas, Colorado, Tennessee,
225   and Montana who are forming a "coalition of hip hideaways." These are unique, cultural attractions
226   with outdoor lifestyles, strong economies, and career opportunities with the character of a smaller
227   metropolis without the pitfalls of a crowded City. He called this an interesting strategic positioning.
228   He also recalled that Keene was just named one of the top 10 places to retire. Mr. Beurle said these
229   were the sorts of issues the think-tank process is intended to grapple with. It is key to be intentional
230   about some of these critical decisions so that others do not decide Keene's future for it.
231
232   **C)   Steering Committee Role in Outreach**
233
234   Discussed above.
235

236   **4)   Discuss Potential Names for Project**

237

238   Evan Clements, Planner, led the Committee in a brief discussion of giving this project a more
239   insightful and invigorating title than the Comprehensive Master Plan Update. Staff discussed some
240   initial words and phrases that could be a tagline, like "Vision Keene." He sought the Committee's
241   guidance. The Committee suggested the following possibilities:

242   - Envision Keene 2040
243   - Hub 2040
244   - Vision 2040
245   - Develop Keene
246   - Precision
247   - Invest
248   - Preferred Future
249   - Balance
250   - Innovate

251

252   Committee members should email any other ideas directly to Mr. Clements
253   (eclements@keenenh.gov), Mr. Rounds (jrounds@keenenh.gov), Ms. Landry
254   (rlandry@keenenh.gov), and/or Ms. Fortson (mfortson@keenenh.gov).

255

256   Mr. Kost also suggested engaging with the Chamber of Commerce about this as they are focused
257   on selling the region for the future.

258

259   Committee members mentioned that some of the words listed above, like "develop" or "precision,"
260   could be off-putting to some in the community. There was agreement to try to focus on positive
261   words. Ideally, anyone could visit the portal and see this word/phrase and feel like it is their vision
262   too. Community members should feel some ownership in this process.

263

264   The Committee was reminded that their work must occur in an open meeting forum, per the NH
265   Open Meeting Law, as discussed by the Assistant City Attorney at the first Steering Committee
266   meeting. It is essential that members send their ideas directly to Staff, and do not "reply-all," which
267   constitutes an un-noticed quorum. Once a date and time for the think-tank is finalized, Committee
268   members can share those details with their networks.

269

270   Once the Steering Committee has suggested taglines, Ms. Landry would use those ideas to
271   continue working on the City's marketing and branding process for the project.

272

273   **5)   New Business**

274

275   Chair Farrington requested a presentation on outcomes of the 2010 Master Plan, which Mr. Rounds
276   said is scheduled for the next meeting. Committee members can send comments on the 2010 plan
277   directly to Staff.

278

279 Councilor Jones suggested reviewing the guidelines for what should be included in a Master Plan
280 and what should be optional, which Mr. Rounds also said is scheduled for the next meeting.
281
282 Mayor Kahn asked for some examples of other cities and the phrases/trends they used. What
283 embodies a vision for communities undertaking a task like this in the recent past? Mr. Beurle said
284 he would build that into the timeline. Mr. Kost suggested contacting Southwest Regional Planning
285 Commission for their county-wide perspectives; they do master planning work for some small
286 communities. City Staff would reach out to see if they are willing to engage with Mr. Beurle and
287 his team.
288
289 Chair Farrington also recalled that at the first meeting, the Steering Committee requested details
290 on the SAU's, Cheshire Medical's, and KSC's plans that might have useful parts that could be
291 distilled for the City's updated Plan.
292
293 **6)**   **Next Meeting: Tuesday, April 2 at 6:00 PM**
294 **7)**   **Adjournment**
295
296 There being no further business, Chair Farrington adjourned the meeting at 7:23 PM.
297
298 Respectfully submitted by,
299 Katie Kibler, Minute Taker
300 March 18, 2024
301
302 Reviewed and edited by,
303 Jesse Rounds, Community Development Director

Keene 2010 Master Plan Strategies & Goals Outline

Downtown Strategies (p. 39)

1. Infill Development
   a. Foster new downtown development that expands the existing downtown building pattern for the Gilbo Avenue area between Main Street and School Street.
2. Architectural Character
   a. Maintain the integrity of the built environment by rooting new designs with Keene's local aesthetic.
   b. Character-defining features of historic buildings should be preserved and used to influence the design of new buildings.
   c. New buildings in downtown should be made from quality materials that are durable and do not become blighted over a short period of time.
3. Massing & Human Scale
   a. New buildings in the downtown should be positioned to support a human scale. Moving building frontage up to the sidewalk in redevelopment areas of the downtown creates a "street wall" that encloses and focuses street and sidewalk activity.
   b. A combination of 3 to 7 story buildings that emulates the traditional downtown pattern of Central Square would balance the desire to maintain Keene's small town feel with the goals of focusing development into existing developed areas and respecting Keene's history and the current built environment.
4. Downtown Vibrancy
   a. Retail and services businesses should continue to be placed on the first floor, with office and residential on the upper floors, in order to maintain walkability and support downtown as a destination.
   b. Redevelopment that includes apartments, lofts, condos, and live/work scenarios can work well in downtown areas and should be encouraged.
5. Artistic, Cultural, Educational, Institutional and Entertainment Uses
   a. Create a specific plan for downtown redevelopment sites to guide potential developers.
   b. Create visual and performing-arts uses and facilities that meet the needs of the arts and cultural community.
6. Signage & Wayfinding
   a. Signage in Keene should adhere to the community goal of being a charming, small New England town.
   b. Amend land-use regulations dealing with signs to allow individual expression and adequate advertising for businesses.
   c. An effective wayfinding system should be developed that allows people to find shops, trail linkages and other points of interest within the community.
7. Parking
   a. On-street parking should continue to be incorporated to the greatest extent possible.

1

b. Structured parking facilities should be preferred over the creation of additional surface lots.
c. Surface parking lots increase the amount of impervious surfaces and stormwater runoff and should be strongly discouraged.

8. Streetscape
   a. Foster a downtown streetscape with generous sidewalks, attractive lighting, street trees and plantings, and a variety of street furniture creates a welcoming atmosphere for pedestrians and provides visual cues about downtown.
   b. The city should expand its existing tree program into a full urban forestry program.
   c. Expand pedestrian friendly infrastructure to other parts of downtown to help create a walkable community.

Housing Strategies (p. 48)

1. Housing Design and Quality
   a. Create guidelines (or standards for areas where they could be beneficial) for residential and residential mixed use areas identified on the Future Land Use Map that include the following components: safety and durability, housing efficiency and sustainable green building guidelines, and human- vs. auto-oriented design.
   b. Create homeowner education programs for maintenance, weatherization and energy conservation, in conjunction with a strong life/safety enforcement program to ensure houses do not deteriorate to a point where they become hazardous to the community.
   c. Consider a homeowner incentive program to encourage residents to maintain their properties.

2. Provide a Balanced and Diverse Housing Stock
   a. Encourage and support homeownership and rental opportunities through existing partners that provide appropriate, well-maintained, quality, safe, efficient housing for all portions of Keene's demographic, particularly for its families and professionals.
   b. Provide housing choices that meet the needs of young professionals, artists, and executives, which were identified as a current gap in Keene's housing stock.

3. Affordable Housing
   a. Support creative means to expand affordable workforce housing.
   b. Change land-use regulations to assist in creating a market for developers to build this type of housing through the provision of density bonuses or other incentives.
   c. Add inclusionary housing into requirements for new residential development.
   d. Create an affordable workforce housing fund.

4. Student Housing
   a. Housing that meets the needs of undergraduates and graduate students should be supported in order to address neighborhood quality-of-life issues as well as the provision of housing for Keene's workforce.

5. Energy Efficient and Sustainable Housing
   a. Establish a high standard of environmentally sustainable design features for new, retrofitted and rehabilitated residential uses should be established. These

standards should then be incorporated into the development review and building permit processes. City code should be reviewed to ensure that it supports the community's energy efficiency goals. When federal, state or similar funding for housing is used, these standards should be applied.

Historic Resources and Cultural Heritage Strategies (p. 53)

1. Economic Development and Historic Preservation
   a. Attract users for historic buildings in downtown through economic development partnerships, committees, and organizations.
   b. Seek to attract businesses to invigorate downtown area, specific redevelopment targets:
      i. YMCA
      ii. Middle School
      iii. Colony Mill
      iv. Center at Keene
2. Energy/Green Building Guidelines for Historic Buildings
   a. Create an education and technical assistance program to guide developers and owners in green and energy-saving improvements to historic properties and help them seek grants to fund projects.
   b. Create a guidebook that outlines the defining features of keene's historic areas, older neighborhoods, buildings, streetscapes, public spaces and landscaping. Includes guidelines on how to protect, restore, repair, and maintain existing buildings and features.
3. Adaptive Reuse
   a. Development incentives should also be considered that support reuse and preservation of buildings.
   b. Working with economic development organizations, a specific strategy should be created to redevelop existing buildings in a manner that meets the community's needs for affordable housing, high-quality/highskill jobs, mixed-use development and creative-arts spaces.
4. Heritage Planning & Historic Preservation
   a. Consideration should be given to also listing the Downtown Historic District on the National Register of Historic Places to provide the honor and recognition that accompanies listing on the register.
   b. Protect the historic scenic gateways into downtown. Court Street, Washington Street and the south end of Main Street all boast an abundance of historic homes and buildings that should be protected to preserve the character of these individual neighborhoods. Each of these areas should become a local historic district, a National Register district, or both.
   c. Beyond the creation of formal historic districts, the Heritage Commission and the city should work with neighborhood groups to explore the need and desire to develop "neighborhood heritage districts" to oversee and affect the changes taking place in our historic residential neighborhoods as they undergo rapid evolution and demographic changes.

3

5. Arts, Cultural, Environmental Heritage Tourism Program
   a. The community should develop a program of annual events and activities that highlight the historical, educational, ecological, recreational, spiritual, physical and social heritage of our community.
   b. The community should celebrate National Preservation Month and Week to create activities that promote the importance of preservation.
   c. The recent Americans for the Arts Economic Impact Study of Arts and Culture in the Monadnock Region should be used to promote the community, create special events and festivals, and identify other economic revitalization strategies.

Walkability Strategies (p. 57)

1. Evaluation and Maintenance of Sidewalk/Pathway System
   a. High priority should be placed on fixing sidewalks that have fallen into disrepair. Sidewalks should be installed first in areas that will fill in gaps in the sidewalk network within the downtown and surrounding neighborhoods.
   b. a long-term goal should be to identify major connections that will, at a minimum, be cleared consistently throughout the winter.
2. Connectivity
   a. Achieving a high level of connectivity between where people live, work and play.
   b. Great care should be taken to ensure that related uses and projects are combined or located near each other, within the quarter-mile radius commonly used to verify community walkability. Creating compact development in and near existing developed areas will encourage community interaction and enhance the viability and sustainability of adjacent businesses and civic services.
   c. Work to alleviate connectivity gaps in the existing sidewalk network, as well as in trails, greenways, crosswalks, bicycle lanes, and other bicycle and pedestrian facilities.
3. Street Crossings
   a. Getting people across streets through the appropriate location and use of crosswalks, bridges, pathways or other safe and efficient crossings.
4. Encourage Walking and Bicycling
   a. The community and city can encourage walking and bicycling via the use of existing walking tours
   b. developing a wayfinding system with maps
   c. participating in the Safe Routes to School program
   d. supporting various pedestrian and bicyclist organizations
   e. enforcing pedestrian laws vigilantly
   f. strategic placement of amenities such as benches, bicycle racks and lockers throughout the community will also encourage walking and bicycling

Green Building Strategies (p. 59)

1. Sustainable Materials
   a. It should be a priority to use the most sustainable materials and resources whenever possible, in both public and private projects.

4

2. Recycled/Reclaimed Materials
    a. Use of recycled materials should also be a high priority for development in the community
3. Local and Regional Goods and Materials
    a. Making use of local and regional materials and products will help to create the type of niche industry and high-paying, skilled jobs identified as part of the community visioning process. A great opportunity exists to incentivize new businesses and support our entrepreneurial spirit – an opportunity that has and will continue to grow our economy locally and beyond.
4. Green Building Guidelines and Standards
    a. We should strive to design and construct buildings to last 100 years.
    b. Programs should be developed to educate owners and occupants of buildings about weatherization, energy conservation, maintenance techniques, operation and maintenance of high-efficiency systems, and other topics, with the goal of improving and maximizing building performance.
    c. Building design should take into consideration Keene's climate and natural systems, e.g., snow loads, stormwater management, etc.
    d. Residential projects should be encouraged to follow green building and energy efficiency guidelines established by the city and community.
    e. Incorporate day lighting strategies to decrease reliance on electricity.
    f. Use low-toxicity paints, sealers, carpet, and other materials.

Neighborhood Strategies (p. 62)

1. Neighborhood Village Activity Centers
    a. Activity areas should be strengthened through redevelopment to provide more neighborhood amenities within walking distance (1/4-mile radius) from homes and appropriately suited to the neighborhood's needs.
    b. Zoning in these neighborhoods should be reviewed not only for residential density analysis to ensure a walkable environment, but also to create opportunity for appropriately scaled neighborhood activity centers to establish and thrive.
    c. Use of RSA 79-E, a state statute that allows municipalities to offer tax incentives for economic development through building redevelopment
2. Mixed Uses in Neighborhoods
    a. Each of Keene's neighborhoods should be encouraged to have a mix of uses, not only in the village activity centers, but also in range of housing choice and types.
    b. Particular attention should be paid towards mixed uses downtown and in surrounding neighborhoods.
    c. The community's land-use regulations need to be reviewed and updated to ensure that this strategy is achievable.
3. Neighborhood Public Amenities and Urban Design
    a. creation of village activity centers.
    b. neighborhoods should have certain amenities available, such as community gardens, trails, parks, playgrounds, and bus stops for school buses and the City Express.
    c. spur redevelopment and investment by neighborhood property owners.

4. Neighborhood Schools
    a. Elementary schools should remain neighborhood schools.
    b. Should some neighborhood schools become available for adaptive reuse, the community should have a strategy in place to guide the use of these buildings in a way that retains their value and contribution to neighborhood quality of life.
5. Neighborhood Connections
    a. Increasing neighborhood walkability will be key to achieving overall community walkability.
    b. Appropriate connections should be provided according to neighborhood location.
    c. In urban neighborhoods, a complete sidewalk system with crosswalks, bicycle lanes or extra shoulder space for bicycles should be provided as part of a very high level of connectivity, offering multiple route choices.
    d. In suburban neighborhoods, sidewalks and pathways may be limited to major roadways, connecting schools and homes and suburban village activity centers. In rural areas, connectivity may come in the form of regional multi-use trails and wide shoulders along rural routes that are marked for use by cyclists and pedestrians.

Climate Change Strategies (p. 66)

1. Greenhouse Gas Emissions Inventory
    a. An update to the 2000 GHG inventory is currently under way and needs to be completed. Once the inventory update is completed, it will be amended to this plan to assist in identifying new reduction targets.
    b. The community must begin to make substantial changes to its transportation, land-use and energy policies in order to effectively reduce overall community emissions in order to meet the reduction targets outlined in the 2004 Climate Action Plan.
2. Consistent Emissions Inventorying and Reporting
    a. The GHG inventory process should be formalized within the community and completed at least every two years.
    b. Streamlining the information gathering process would help make this effort automatic and reliable.
    c. Individual homeowners should be encouraged to do their own carbon footprint calculations through the New England Carbon Challenge.
    d. Small businesses can assess their carbon footprint through a local program, the 10 Percent Challenge, and larger businesses can use the skills, tools and expertise offered through the nonprofit organization Clean Air – Cool Planet.
3. Energy Efficiency
    a. A combination of standards, policies, and incentive programs will be necessary to create new energy-efficient buildings and update existing ones.
    b. Pursue the development of a community-wide weatherization program that will provide financial assistance and incentives for homeowners who might not qualify for federal or state weatherization programs.

4. <u>Renewable Energy</u>
   a. The city and community should actively pursue the integration of renewable, large- and small-scale energy sources, such as wind, solar, and geothermal, into the community's energy mix.
   b. City government should continue to pursue federal and state funding for renewable energy projects as well as working with local groups to create renewable-energy incentives for residential and commercial landowners.
5. <u>Adapting to Climate Change</u>
   a. Planning to reduce the risks while also identifying and capturing opportunities.
   b. Adjustments in the built, natural, and social environments to reduce greenhouse gas emissions; creating more energy efficient buildings; ensuring a healthy food supply; and much more.
   c. Making existing infrastructure and policies more resilient to climate impacts.

Economic Development Strategies (p. 72)

1. <u>Appropriate Industries</u>
   a. Keene should encourage and recruit industries that are in line with building up local manufacturing and industrial economy.
   b. Recruit food processing and packaging facilities that meet the needs of regional food producers and focus attention on attracting new industry and jobs in various sectors such as energy efficiency, renewable energy and sustainable product manufacturing, precision manufacturing and engineering, health care and biotechnology, and software engineering.
   c. Established development goal of balancing a majority of the tax base among industrial, commercial and residential uses.
   d. Communication to potential investors by encouraging development in a way that results in appropriate growth and continued renewal, and preventing economic stagnation arising from the concentration of limited types of land use.
2. <u>Airport</u>
   a. Working collaboratively with the Town of Swanzey to address the question of revenue sharing is recommended.
   b. opportunities to expand both aviation and non-aviation businesses at the airport and to market the facility for more commercial uses.
3. <u>Marketing and Recruitment Campaign</u>
   a. Keene must initiate a sustained recruitment campaign. This campaign should coordinate the roles of various economic development stakeholders within the community and provide a consistent message through a media kit to potential investors.
4. <u>Small Business</u>
   a. Small-business retention and growth must be supported through access to resources, including physical space and training opportunities.
   b. Opportunities to expand and promote "green and sustainable" small businesses as part of a local business development strategy and incubation programs should be explored.

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  c. Creation of a revolving loan fund should be considered to provide the financing necessary for startups.

5. <u>Broadband</u>
  a. All efforts necessary to achieve the objectives of the Monadnock Region Broadband Plan (included in Appendices) should be pursued.

6. <u>Creative Economy</u>
  a. Pursue ways to support creative industries, cultural non-profit organizations and individual artists to further expansion of the creative economy in the community and region.
  b. Support could include providing public art throughout our community, creating new events that draw people to Keene and highlight local artists, and developing facilities and space for performance, living / studio space, and other artistic activities.

7. <u>Roles in Economic Development</u>
  a. Establish a Sustainable Economic Development Commission that includes representation from various economic stakeholder groups and could be charged with helping to create a unified message, sharing of resources, and planning for a sustainable, local economy.
  b. Cooperation and a close working relationship between the community and its leaders will help sustain local businesses and recruit the kinds of job-creating industries that meet Keene's vision for the future.

Transportation Strategies (p. 78)

1. <u>Connection Between Transportation and Land Use</u>
  a. Develop new analytical standards and requirements that focus on "person trips," not vehicle trips, for proposed developments.
  b. Require review of pedestrian, bicycle, public transportation and parking impacts of all new development.
  c. Identify mode-share goals by use and/or district, and require proposals to demonstrate how to achieve them.
  d. Develop parameters to allow level of service (LOS) to degrade within certain conditions for projects in compliance with overall community goals. Allow contributions to "systemwide" improvements in lieu of project specific mitigation.
  e. Consider a fee for curb cuts that result in the loss of on-street parking spaces in order to promote consolidation of curb cuts among developments.
  f. Alter parking requirements to establish ranges, or parking maximums.
  g. Include bicycle parking requirements for all developments.

2. <u>Park & Walk Community</u>
  a. Envision a system that integrates motor vehicles, public transportation, pedestrians, and bicycles into a network of services and facilities. The concept involves motorists parking in defined locations and finding convenient transportation options during their time in the community by means of public transit, walking or bicycling.

3. Public Transportation
    a. Create a more efficient, easily identifiable and accessible downtown city express service.
    b. Explore rideshare programs, car-share programs, and the exploration of an official community Zip Car or Segway Safe program.
4. Complete Streets
    a. Make it a consistent policy to design streets with all users in mind, including drivers, public transport riders, pedestrians, and bicyclists as well as older people, children, and those with disabilities. Bicycle lanes in particular have been a topic of recent discussion for both the Court Street and Washington Street reconstruction projects.
    b. As Keene's existing roads are repaired or reconstructed, it should be a policy of the city to incorporate these ingredients [complete street designs] to the scale and degree appropriate for the location and type of roadway (e.g., urban streets vs. rural highways).
5. Traffic Calming
    a. Managing traffic to improve the quality of life on residential streets should be pursued. Strategies include raised medians, use of bollards and planters, bulb-outs, chokers, neckdowns, roundabouts and traffic circles, widening of sidewalks and narrowing of streets, diagonal parking, surface treatments, or the use of speed tables, road humps, and cushions.
6. Parking
    a. Parking should always be constructed to the side and rear of buildings, making it ancillary to building and pedestrian traffic.
    b. Bicycle parking should be creatively incorporated into the built environment and highlighted to promote its use.
7. Private Transportation Options
    a. Taxi services and private shuttles run to surrounding airports, community members have expressed a need for such services on a more frequent and affordable level, as well as private car hires.
8. Airport
    a. Reviewing the existing zoning around the airport with the town of Swanzey to create a mix of nonresidential retail and aviation commercial uses may be beneficial to both municipalities.
    b. Provide another access route to the airport.
    c. Change public perception of the airport's proximity to the community.
    d. Pursue an economic development strategy for sites surrounding the airport.
9. Downtown Corridors
    a. West Street in particular was discussed time and again during the planning process as a corridor in need of a "facelift," i.e., providing pedestrian and bicyclist infrastructure, access management, street trees and grassed medians.
10. Regional Gateways
    a. As Keene and southwest New Hampshire grow, the need for convenient access to markets within and outside the region will grow as well.

b. Keeping the rural character of these gateways is important to the community; they provide the first experience visitors have with the community, visitors consistently comment on the beauty of the views when first entering the community.

Infrastructure Strategies (p. 88)

1. City Streets
    a. Provide accessible curbs, ensuring that stormwater drainage is properly located and designed, and that sidewalk connections and crossings are placed in necessary and logical areas.
    b. Curbing is another part of road reconstruction that should be evaluated based upon location and need, balanced against the cost to provide this feature.
2. Wastewater
    a. Identify ways to use wastewater as a resource.
    b. Adopt environmentally responsible wastewater treatment and disposal strategies.
    c. Work towards a strong water-conservation program.
    d. Make it a policy to install only low-flow fixtures in city projects, and encourage all private projects to do the same.
    e. Explore the potential for using waterless urinals and composting toilets in appropriate situations.
3. Water Supply
    a. Continue resident education programs on water quality and pollution prevention to ensure that water quality remains high.
    b. create and adopt specific performance standards for water supply and distribution that include flow, pressure and system life-cycle cost expectation.
    c. Changes to the city's land-use regulations and code should include standards for private and public systems and source protection, and should identify where connection is mandatory.
4. Stormwater
    a. Establish stormwater systems that work with natural systems to manage stormwater as close to its source as possible.
    b. Apply for additional flood mitigation funds to finish flood proofing or other feasible mitigation strategies for the remaining Krif Road and Krif Court commercial and industrial properties.
    c. Develop and implement a mitigation plan to protect the Kingsbury Corporation facility, which is partially located in the floodway and entirely in the 100-year floodplain.
    d. Develop a program to mitigate risks and secondary hazards associated with flooding at the Tanglewood Estates manufactured home park.
    e. Conduct site visits to properties on the Hazardous Material Inventory to determine risk of release during flooding or other hazard events.
    f. Strive to create programs to retrofit existing flood channels and detention basins with trails and other recreational amenities.

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g. Evaluate systemwide solutions for the Beaver Brook watershed, including assessing the feasibility of modifying or replacing bridges that create obstructions and backwater flooding.
h. Restore flood-storage capacity of filled areas within Woodland Cemetery wetland complex.
i. Assess the feasibility of expanding the Three-Mile Swamp structure to create greater storage capacity.
j. Pursue specific stormwater management strategies and incorporate them into land-use regulations and code.
k. Create a program to educate citizens and developers on best management practices to manage stormwater, such as rain gardens, bio-swales, and topographic depressions.
l. Planning Board regulations should be revised to incorporate a zero-runoff policy for new development as well as to require innovative stormwater techniques in proposed development.

5. Electricity & Lighting
a. Encourage the use of full-cutoff light fixtures and bulbs that reduce light pollution and reduce energy use.
b. The city's current standards for street lighting should be reviewed to ensure they meet the community's energy, aesthetic, and safety purposes.

6. Recycling and Solid Waste Disposal
a. Move towards reducing waste or possibly even making Keene a zero-waste community – eliminating landfill waste altogether.
b. Identify new markets for recyclables and other materials that can be repurposed.
c. Develop an educational campaign with the goal of reducing waste generated by residents and commercial operations by 70% through recycling, reclaiming, and composting.
d. Require innovative waste management for new construction projects. LEED (Leadership in Energy and Environmental Design) points are awarded when 50% to 75% of construction waste is diverted from the landfill.
e. Create a green building incentive program to encourage builders and developers to design and build eco-efficient buildings.
f. Bring back education provided by the city to inform residents and businesses about simple, cost-neutral ways to reduce waste.
g. Explore possibilities for creating new industry or industry partners who could use the municipal waste as a clean fuel source or raw materials.
h. Create the gas to energy to local food production system at the transfer station and recycling center, which would create jobs, provide local sources of food and feedstock, generate renewable energy for the facility, and reduce carbon emissions.
i. Include recycling options in public facilities where they are easily accessible and visible, including public parks and trails.
j. Expand the composting program to include commercial food waste.

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Open Space & Greenway Connections Strategies (p.95)

1. Trails and Bicycle Pathways
    a. Continue to expand the trail network and fill in gaps.
2. Greenway Connections
    a. Expand this corridor and pursue expanding the system along Black Brook, White Brook, Ash Swamp Brook and the Minnewawa River.
3. Parks
    a. Prepare a Parks Master Plan that will identify gaps in the park system.
    b. Initiate a park-classification system and associated standards.
    c. Provide dog parks.
    d. Create small playgrounds or "tot lots" in neighborhoods.
    e. Build a permanent skate park that is integrated into a more traditional park-like atmosphere.
    f. Expand the Ashuelot River Park and Green Corridor.
    g. Create a park by the Stone Arch Bridge on Route 101.
4. Natural Resources, Opens Space Preservation, and Restoration
    a. Create a Conservation and Open Space Plan.
    b. The Land Use Change Tax program should be preserved to assist the community is achieving its open space goals.
    c. Review and revision of land-use regulations to include more stringent standards for wetlands and surface waters should be pursued.
    d. Change development standards that limit the impact on a site should also be part of any regulatory review.
5. Urban Forestry
    a. Create an urban forestry program that would incorporate the community's existing street tree program and expand it throughout neighborhoods.
    b. Conduct a community tree inventory.
    c. Perform a carbon sequestration calculation.
    d. Create an education program for landowners on tree maintenance.
    e. Establish planting guidelines, pruning schedules, and policy for how to deal with impacts to the community's urban forest.

Community Health & Wellness Strategies (p. 100)

1. Coordination of Efforts
    a. Align community goals and city programs with the five target areas noted in that plan (Health Status, Health Literacy and Communication, Health Care Access, Wellness, Social Capital).
    b. Recommend that municipal decision-making be coordinated with the Council for a Healthier Community's healthiest-community initiative by integrating the goals of Vision 2020 into the City Council, Planning Board and Capital Improvement Program processes.
    c. The Council for a Healthier Community should regularly update the Planning Board, City Council, and city departments such as Parks and Recreation, Planning

and Human Services so that city government can adjust programming and funding to best support the goals of a healthy and active community.

2. Access to Programs and Facilities
   a. Make access to preventive care programs easier for the community by working with established programs, such as Keene State College's Youth Nutrition Fair and health education programs at Cheshire Medical Center. We can assist in the communication and marketing of these programs to the larger community.
   b. Create a Community Recreational Amenities Committee that can assist the Parks and Recreation Department in identifying and purchasing appropriate software to track membership in local programs, assess demand for facilities, and help manage and prioritize recreational facility renovations and replacements for the Capital Improvement Program.

3. Active Well-being
   a. Make changes to local land-use regulations to ensure the creation of mixed-use and mixed income neighborhoods that will provide housing choice, support a high level of independence for children and seniors as well as allow seniors to age in place.
   b. Provide intergenerational opportunities for health care and recreation and expand existing programs. (e.g., senior volunteer programs that interact with day-care facilities or after-school programs)
   c. Explore the possibility of creating a new multi-generational community/senior center in a centrally located, walkable, transit-friendly location within our downtown area.

4. Food
   a. Seek to help local food producers sell their goods directly to consumers, such as by providing a permanent location for Keene's farmer's market.
   b. Support household and community gardens as well as sustainable food-production methods and education opportunities, linking local food with health, economic development, and land-use and climate-change goals.

Safe Community Strategies (p. 102)

1. Effective code and law enforcement
   a. Ensure the city's code enforcement officers are proactive in enforcement activities and provide follow-through to ensure requirements are being met.
   b. Re-establishment of a downtown police presence, whether through a substation or more foot and bicycle patrols.
   c. Increase communication between neighborhood associations and higher-education institutions to help ensure a safe community.

2. Coordination between code and law enforcement for public safety
   a. Increase coordination between code and law enforcement by creating a Public Safety Program that creates and fosters this collaboration and coordination.
   b. Establish the concept of community-based law enforcement services, channeling the efforts of community, law enforcement, education, probation, prosecution, courts, and social services toward a common objective.
   c. Promote informational outreach to the community on public safety matters.

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      d. Conduct high-visibility patrols of community parks, facilities, neighborhoods, and the commercial and business areas.

      e. Create Community Watch and Neighborhood Associations.

3. <u>Emergency Preparedness</u>
    a. Create an Emergency Management Plan.
    b. Create an emergency preparedness guide to help educate citizens about what to do in case of floods, energy disruptions, winter weather, drought, extreme heat, severe wind and other emergencies.
    c. Other emergency preparedness and adaptation measures from the 2005 All Hazard Plan and the 2007 Climate Adaptation Plan should be identified and incorporated into municipal decision-making, inclusive of the Capital Improvement Program and budget processes.

Leadership Strategies (p. 104)

1. <u>Municipal Government</u>
    a. Continue to strive toward a user-friendly, interactive website that provides useful, well-written and easily understood information.
    b. Pursue educational opportunities among the county, school district, and city boards and commissions to facilitate collaboration and information exchange, as well as continuing to provide access to city meetings through local television, webcasts and various other media.
    c. Continue to plan, prioritize, finance and implement projects that support long-term quality of life for the community and will seek out collaborations and grant opportunities to maximize levels of service and reduce financial burden on taxpayers.

2. <u>An Engaged Community</u>
    a. The community should identify and implement strategies to encourage all its members to be involved citizens.
    b. Identify new "community sparkplugs," leaders who can volunteer time on city boards and commissions.
    c. Encourage community associations and stakeholders to play a greater and more representative role on city boards and commissions and in community matters in general.

3. <u>Decision Making</u>
    a. Create a citizen engagement policy.
    b. Create a participatory budgeting process.
    c. Develop communication strategies to inform residents.
    d. Ensure that decision-making is geographically appropriate (neighborhood to citywide) for the issue at hand.
    e. Ensure that all people have equal opportunity to participate in decision-making before the decision is made, by using timelines and other constraints that are clear, fair and unambiguous.
    f. Officials, administration and the public should help create a "City Report Card" that explains how City Council, Planning Board and City Hall decisions address

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public expectation and meet, support and implement the community's vision for the future.

Arts & Culture Strategies (p. 106)

1. Arts and Cultural Collaborative
   a. Support Arts Alive! with financial and other resources to ensure the group's longevity and success in growing the creative economy of Keene and the region.
2. Public Art
   a. Amend Planning Board regulations to require the installation of public art.
   b. Create a Community Arts Council.
   c. Promote the collaboration of existing arts and cultural organizations, such as galleries and non-profits.
3. Space/Infrastructure
   a. Evaluate available space and needs for exhibition, galleries, performance or other types of arts and cultural space and infrastructure.
   b. Provide technical assistance, incentives and other support to facilitate redevelopment of existing community buildings to provide space for artists to live and work.
   c. Encourage businesses, schools and non-profits to provide meeting, display, performance, and storage space to the artistic and cultural community and young artists, either as a donation or at very low cost.
4. Affordable Artist Live/Work Space
   a. Address issues and barriers within our land-use regulations that may deter the ability of artists to live in the community, as well as working with appropriate housing agencies to encourage development of affordable housing specific to this demographic.
   b. Explore live/work opportunities that will allow for artists to live and work within the same location, similar to what has been developed in Portland, Maine.
5. Youth & Education
   a. Work with the school system and institutions of higher education to create innovative programs for young people to engage in arts and cultural internship opportunities that can also satisfy academic credits.
   b. Encourage the use of the statewide arts curriculum learning standards as a guide to create arts and cultural activities within each of our schools so that every child has the opportunity for creative expression every school day.
6. Marketing/Community Identity
   a. Promote our arts and cultural opportunities to residents and tourists by engaging the Chamber of Commerce, using joint advertising, using various media to disseminate information highlighting cultural and artistic attractions, and create an overarching identity for the region's arts and culture that can be used to brand and market the area.
7. Arts & Land Use & Economic Development
   a. Create an arts district within the community that would specifically support artistic and creative opportunities. This area could include the development of galleries, museums, cultural centers, civic arts facilities, and residential uses

along with supportive community uses such as coffee shops, artist lofts, delis, etc. Gilbo Avenue may be an area worth exploring for this kind of redevelopment district.
b. Create festivals, fairs and other arts and cultural activities that could serve as economic generators.
c. Recruit creative-economy businesses, from artisanal foods to screen printing, digital media, publishing or other creative businesses.

Education Strategies (p. 110)

1. Community-based Education
   a. Ensure the continued availability of a wide range of formal and informal, community based, adult-education programs and resources, to ensure that all adults have opportunities to maintain and enhance their skills.
   b. Pursue ways to encourage disadvantaged groups to participate fully in learning activities.
   c. Encourage courses in creative arts, domestic arts, crafts, languages, health and well-being, and personal growth.
2. Youth and Educational Opportunities
   a. Find creative ways to ready our young people for school and career placement by supporting the exploration of education and career opportunities, offering volunteer and internship opportunities that include skills development, and encouraging youth-development programs that increase academic and social competence.
3. Technical Training
   a. Expand technical training opportunities through the local community college or other educational institutions.
   b. Survey samples of the population on their technical-education needs may assist in tailoring programs for both employers and potential employees.
4. Lifelong Learning
   a. Ensure that opportunities for learning are widely available and easy to use by improving pedestrian, bicycle and public-transport access to learning destinations, reaching new audiences through technical media, and adding satellite campuses or community hubs within the region.
5. Educational Institution/City Collaboration
   a. Foster strong partnerships with the school district and with our colleges and universities in order to meet our community's educational goals and address quality-of-life issues.

Diversity Strategies (p. 112)

1. Celebrate and Educate about Diversity
   a. Seek out ways to raise awareness of Jonathan Daniels' s life and legacy in a way that embraces his vision and educates the public about his life and civil-rights contributions.
   b. Celebrate diversity include festivals and events, art shows and cultural activities, and sustaining an active dialogue throughout the community on diversity issues.

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2. Create an Environment of Tolerance
    a. Provide outreach and education to all citizens to create an ethic of tolerance and general respect for others.
    b. Develop leaders from community groups supporting social and cultural diversity and include them in decision-making and dialogue on issues of equity and diversity.

Municipal Governance and Financial Stability (p. 113)

1. Minimizing the Adverse Municipal Fiscal Impacts of Development
    a. Minimize the adverse municipal fiscal impacts of development by only allowing development where existing community infrastructure already exists.
    b. Continue with the policy that the developer bear the cost of the expansion, unless the development is part of a planned, collaborative project to generate skilled, living-wage jobs, lower taxes and raise quality of life.
    c. Prepare a fiscal-impact assessment to determine the current costs of development and an appropriate impact assessment and fee program to address shortfalls if other social and economic goals are not met.
    d. Consider expansion of the Tax Increment Financing District and/or use of other incentives to improve local projects, provide encouragement to developers and improve the community's tax base.
2. Diversifying revenue streams to support municipal operations
    a. Consider matching land-use changes and improvements with the ability to raise revenue through Payment in Lieu of Taxes.
    b. Consider leading an effort at the state level to increase authority for municipalities to develop and implement non-property tax local revenue sources.
3. Economic Development
    a. Proactively work with planners and developers to identify areas in the community that are appropriate for redevelopment and will substantially improve the tax base by attracting new industrial uses, light manufacturing and other highly skilled, high paying jobs.
4. City and School District Budgeting
    a. Municipal government should collaborate with the school board to align city and school budgets with the community's vision for the future, land-use goals, and overall community financial needs.

Social Services Strategies (p. 114)

1. Poverty
    a. Implement strategies to create sustainable work that pays living wages, as well as providing access to affordable housing and health care, transportation, education and training, and healthy and affordable food.
2. Hunger & Food Security
    a. Enable food stamps to be accepted at the farmer's market.
    b. Create a mobile food pantry to serve residents without transportation to food assistance agencies.

       c. Create more efficient tools to connect individuals and families with food assistance.

       d. Create opportunities for fresh and nutritious foods to be made available at local pantries and food banks.

       e. Link economic-development and educational programs to the issue of food security by creating experiential and learning opportunities through social-enterprise businesses based on organic agriculture.

3. <u>Homelessness</u>

       a. Create a plan to end homelessness that would identify key system improvements, build up community collaboration and political will to address the issues, and direct community resources efficiently.

       b. Develop a program that makes contact with private landlords and property-management companies in the communities for families in need. Such a program could include regular rent payments and a landlord contingency fund to cover any damages incurred. It should provide tenant education services to improve a family's understanding of its lease and rights as well as being a liaison between the tenant and landlord.