



## **Master Plan Steering Committee**

### **WORKSHOP AGENDA**

**Tuesday, August 6, 2024**

**5:30 PM**

**Keene Public Library  
Heberton Hall, 60 Winter St**

- I. Call to Order and Roll Call
- II. Minutes of Previous Meeting – June 17, 2024
- III. Workshop (led by David Beurle)
  - a. Review of Project Progress and Public Input to Date
    - i. Community Survey #1
    - ii. Think Tank and Visioning Sessions (Survey #2)
    - iii. Stakeholder Interviews
  - b. Breakout Groups #1: Identification of Key Themes (Strategic Pillars)
  - c. Breakout Groups #2: Begin to Develop Strategic Pillars
  - d. Wrap-up and Next Steps
- IV. Upcoming Public Engagement Opportunities:
  - a. Tabling at Keene Sentinel Celebration Event on September 7th
  - b. Tabling at Monadnock Clean Energy Fair on September 28<sup>th</sup>
  - c. Future Summit on October 5th, 9 AM-12 PM at Heberton Hall
- V. New Business
- VI. Next Meeting: Tuesday, September 3, 6:00 PM

1 City of Keene  
2 New Hampshire

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4  
5 MASTER PLAN STEERING COMMITTEE  
6 MEETING MINUTES  
7

Monday, June 17, 2024

6:00 PM

Council Chamber,  
City Hall

Members Present:

Harold Farrington, Chair  
Alex Henkel, Vice Chair  
Councilor Michael Remy  
Cody Morrison (via Teams)  
Joshua Meehan  
Joseph Perras (via Teams; arrived at 6:11 PM)  
Juliana Bergeron  
Joe Walier  
Kenneth Kost, Alternate (Voting)  
Councilor Philip Jones, Alternate (Voting)  
Mayor Jay Kahn, Alternate (Voting)

Staff Present:

Mari Brunner, Senior Planner  
Evan Clements, Planner  
Andy Bohannon, Deputy City Manager

Members Not Present:

Armando Rangel  
Elizabeth Wood  
Emily Lavigne-Bernier  
Alexander Von Plinsky, IV  
Leatrice Oram  
Councilor Catherine Workman, Alternate

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9  
10  
11 **1) Call to Order and Roll Call**

12  
13 Chair Farrington called the meeting to order at 6:02 PM and Ms. Brunner called roll.

14  
15 Project consultants were present: David Beurle (Future IQ), Heather Branigin (Future IQ; via  
16 Teams), and Courtney Powell (WGI; via Teams).

17  
18 **2) Minutes of the Previous Meeting – May 7, 2024**

19  
20 A motion by Mr. Meehan to adopt the May 7, 2024 minutes was duly seconded by Mr. Walier.  
21 The motion carried unanimously on a roll call vote.  
22

23 **3) Think Tank Workshop Overview**  
24

25 Chair Farrington welcomed Mr. Beurle, who noted that materials from the think tank (May 30–  
26 31) were available on the project website: [www.KeeneMasterPlan.com](http://www.KeeneMasterPlan.com).

27  
28 Mr. Beurle referred to the project schedule and noted that we are now at the end of Step 2 of the  
29 first phase of the project. This step was heavy on community outreach and included the first  
30 community survey, key stakeholder interviews, the Snapshot report, the 2-day think tank  
31 workshop, and then later this week and throughout the summer there will be visioning sessions.  
32 By the end of this step, we should have a clear idea of what the vision is that people have for the  
33 community, how tightly aligned people are with that vision, and a good understanding of the  
34 desired trajectory and velocity of change. Step 3 will begin in August when he will be back in  
35 Keene for a roundtable at the August Steering Committee meeting. This will be a workshop-style  
36 meeting to work on the strategic pillars (key themes). The transition from the visioning phase to  
37 the more technical phase of the Master Plan will happen at a Future Summit on October 5.

38  
39 Mr. Beurle gave an overview of the visioning sessions scheduled for the week. He said there are  
40 eight sessions in different forms that are scheduled. At each session, they will recap the think  
41 tank outcomes, explore the preferred future (building on and validating the think tank results),  
42 identify key desired outcomes and objectives, and then participants will be asked to complete a  
43 heat map survey.

44  
45 Next, Mr. Beurle gave an overview of the think tank. The think tank had a great turnout (~ 60  
46 participants) and Mr. Beurle thought the results pointed to the community’s appetite for change.  
47 He said the goal of the think tank was accomplished: an opportunity for creative, deep thinking  
48 about the future (*not* making a decision, but rather mapping out what the future could look like).  
49 The group considered future trends and developed a set of future scenarios to consider (would be  
50 shared with the community the week of this meeting for feedback through the end of July). The  
51 framing for the think tank was to explore the future (plausible different future scenarios), ask the  
52 hard questions (what if things don’t turn out as we hope?), and think creatively with the  
53 understanding that the outcome could be a new view of the future.

54  
55 Mr. Perras arrived.

56  
57 **4) Community Survey Results & Data Visualization**  
58

59 Mr. Beurle report that in total, 648 people completed the project survey. The survey was open  
60 longer than planned to solicit more feedback. Mr. Beurle described the survey and data collected  
61 and showed some of the charts from the online data visualization. Survey questions (not  
62 verbatim) included:

- 63 ■ How satisfied people feel about living and working in Keene, plotted against opportunity  
64 to grow and thrive in personal life and/or work (most people in upper right corner, which  
65 is a good sign).

- 66       ▪ Growth opportunities: career, family, etc.?  
67           ○ Most respondents were satisfied.
- 68       ▪ How does Keene fit in the broader fabric of NH and New England?  
69           ○ Many respondents identified the importance of collectivity in the region.  
70           ○ Many participants said Keene has a role to play in the future of NH.  
71           ○ Mr. Beurle noted that this is an indicator that the Master Plan should not be an  
72           insular document that is only inward looking, but rather should think about the  
73           role the community plays in the broader context of New Hampshire and the  
74           region.
- 75       ▪ From here, the data gets less clear (there is less alignment among respondents). For  
76       example, one question asked “How do you feel about the current direction of Keene?  
77       And plotted that against the speed of change, in other words, Is it moving too slowly or  
78       quickly?  
79           ○ A cluster of responses were in the middle, which could mean “I don’t know” or  
80           “it’s okay,” the rest of the data was spread across the possible responses. To him  
81           it looks like responses are all over the map.

82  
83 Mr. Beurle noted that the consultants were still analyzing all of this data, but everyone was  
84 welcome to explore the data visualizations on the project portal. Early assessments showed: little  
85 difference in the spread of data by age group, no clear consensus about how the community sees  
86 its future unfolding (the visioning part of this process could help provide some certainty about a  
87 future direction), and no overwhelming consensus on Keene’s current direction and ability to  
88 adapt (this master planning process could help the community to envision a future direction and  
89 adaptability). Throughout the engagement efforts, community members will be asked to identify  
90 their future vision that will help the community to adapt.

91  
92 Next, Mr. Beurle gave an overview of some of the highlights of the Snapshot report. The AARP  
93 Livability Index was used to compare Keene to median U.S. neighborhoods. Keene was rated  
94 “outstanding” or higher for transportation, likely because everyone lives close to their  
95 destinations. Mayor Kahn noted that for Health, Keene has a score of 50 – what does that mean?  
96 Mr. Beurle responded that for each of these metrics there is subtext, for example health includes  
97 wellness, access to healthcare, those types of items. He said they can break that out.

98  
99 The data in the Snapshot report included the forecast for population growth out to 2040  
100 (compared to 2020 baseline). Based on modeling, Keene could experience population roll over  
101 because the population is aging and population growth is relatively low; thus, stagnation or  
102 decline are predicted and is a real possibility. However, at the think tank they discussed other  
103 data including macro trends and the cumulative impact of climate change and long-term GDP  
104 impact. This data shows that the country/world is on a tipping point of changing migration  
105 patterns, e.g., people moving south to north and coast to inland.

106  
107 Regarding the population, Mayor Kahn said it appeared to him that growth over the next twenty  
108 years would be stagnant; it doesn’t show population going below the 2020 baseline. Although it

109 goes up in the next five years, we don't sustain that growth. Mr. Beurle replied that is correct. He  
110 noted that if you look at the population data against the background of population growth  
111 predicted for the rest of the state, our relative growth is falling behind. Yet, in an absolute sense,  
112 Keene is expected to grow slightly by 2030, but would be largely the same in 2040 because of  
113 population loss, low birth rates, and an aging population. Even though the population in 2040  
114 would be the same as 2020 in terms of numbers, the age profile and makeup will be different.  
115 Does Keene have the economic engine to change this population outlook? The consultants  
116 needed more time to understand the full implication of this data. He said that this slide deck is on  
117 the project portal, and they are also producing a video that will show some of this.

118

119 Next, Mr. Beurle discussed what think tank participants identified as key drivers shaping the  
120 future of Keene. Participants did a group brainstorming exercise and came up with twenty  
121 drivers, then ranked them based on importance with respect to social and economic health as  
122 well as the built and natural environment:

- 123 1. Smarter land use
- 124 2. Changing job landscape
- 125 3. Future of higher education
- 126 4. Local business character and control
- 127 5. Geographic location
- 128 6. Climate resilience and buffering
- 129 7. Climate refugees
- 130 8. Sense of community and collaboration
- 131 9. Aging population
- 132 10. Lack of transit options
- 133 11. Cost and availability of energy
- 134 12. Political climate refugees
- 135 13. Locally sourced food production
- 136 14. Aging infrastructure
- 137 15. Greater availability of housing
- 138 16. Technology allowing remote work
- 139 17. Local economic impact of downtown project
- 140 18. Access to healthcare
- 141 19. Importance of arts and culture
- 142 20. Electrification through renewables

143

144 The key drivers could be used to develop a "future impact score." From these 20 key drivers,  
145 macro themes were identified with significant influence on the future of Keene: (1) community  
146 evolution (access to healthcare, sense of community and collaboration, changing job landscape,  
147 aging population, future of higher education in Keene) and (2) development trajectory  
148 (availability of housing, aging infrastructure, smarter land use in Keene). This gave the  
149 consultants a framework for a future scenario matrix. On one end of the spectrum, they looked at  
150 what would happen if we "stay the course" on community evolution or, on the other end, lean  
151 into collaboration to adopt. In addition, they looked at what would happen if the city is very

152 conservative/measured in its investments versus aggressive about building new housing,  
153 transportation, utilities, etc. This led to four plausible scenarios.

154

155 Participants considered what would happen if Keene stayed on its current course, sustaining the  
156 existing fabric and experiences. Participants discussed Keene’s “secret power,” which is  
157 collaboration for adaptation. The participants also considered what would happen if Keene  
158 focused on grabbing new opportunities and seizing the moment. The consultants shared a  
159 handout displaying the scenario matrix of these various features and their implications. For  
160 example, one scenario was called “growing older, growing smarter,” meaning a more traditional  
161 approach with some investments in innovative solutions, but with implications for environmental  
162 sustainability and fixed resident incomes.

163

164 In summary, the think tank participants considered future-splitting themes based on clusters of  
165 key drivers:

- 166     ▪ Community evolution:
  - 167         ○ Access to healthcare
  - 168         ○ Sense of community and collaboration
  - 169         ○ Changing job landscape
  - 170         ○ Aging population
  - 171         ○ Future of higher education in Keene
- 172     ▪ Development trajectory:
  - 173         ○ Greater availability of housing
  - 174         ○ Aging infrastructure
  - 175         ○ Smarter land use in Keene

176

177 The consultants mapped the very different potential outcomes of these themes, which will be  
178 reviewed with participants of the community visioning sessions.

179

180 All of this data led the consultants to identify a plausible 2040 scenario matrix, based on the  
181 factors of community evolution and development trajectory. This resulted in four possible  
182 scenarios:

- 183     ▪ Scenario A: Growing Older, Growing Smarter
  - 184         ○ This scenario forecasts a future where Keene invests heavily in its traditional  
185             community amenities while at the same time aggressively incorporating smart  
186             technologies and environmental sustainability into its development trajectory.  
187             Public investment is focused primarily on familiar businesses and economic  
188             drivers of education, manufacturing, and services. Keene is attractive to retirees  
189             but more difficult for young families to afford.
  - 190         ○ Future Implications:
    - 191             ▪ A traditional approach to community amenities and economic drivers.
    - 192             ▪ The population ages and healthcare needs increase.
    - 193             ▪ Environmental sustainability is a priority.

- 194                   ▪ Investment in innovative transit solutions, hard infrastructure, and smart  
195                   technologies.  
196                   ▪ Cost of living increases put pressure on fixed-income residents and youth.  
197
- 198       ▪ Scenario B: Innovative and Intentional Change  
199           ○ This scenario forecasts a future where the community actively and intentionally  
200           explores new ways to build opportunities that position the community as  
201           environmentally sustainable, innovative, and forward-looking. The community  
202           seizes the moment to invest in future-oriented infrastructure that is climate  
203           resilient and sustainable while relying on collaborative approaches to help drive  
204           local solutions.  
205           ○ Future implications:  
206               ▪ The community is welcoming to newcomers and immigrants, with a  
207               reputation of inclusivity and collaboration.  
208               ▪ Aggressive investment in future-oriented infrastructure prepares the  
209               community to deal with climate change.  
210               ▪ Housing, utilities, and transportation options are expanded.  
211               ▪ Local food production is encouraged and becomes a driver of the local  
212               economy.  
213               ▪ Accessibility to food, housing, and transportation becomes equitable.  
214
- 215       ▪ Scenario C: Thoughtful Community-Based Innovations  
216           ○ This scenario forecasts a future where the community strives to create deeply  
217           collaborative and inclusive approaches to local issues while at the same time  
218           applying a steady and considered approach to development in the City. Keene  
219           establishes itself as a welcoming place with a diversity of restaurants and shops.  
220           Development is market-driven and limited investment in infrastructure hinders  
221           business attraction and innovation.  
222           ○ Future implications:  
223               ▪ The community builds on its history of collaboration to form new  
224               partnerships and alliances especially in the areas of education and local  
225               food production.  
226               ▪ There is a strong focus on new areas such as the bio-sciences, renewable  
227               energies, and local food systems.  
228               ▪ Investment in infrastructure is measured and cost-conscious causing lost  
229               opportunities to attract new business and industry.  
230               ▪ Market forces are allowed to dictate decision-making.  
231               ▪ Housing availability remains constrained.  
232
- 233       ▪ Scenario D: Keep on Keeping on  
234           ○ This scenario forecasts a future where the community stays the course in its  
235           strong support for traditional amenities and services and its overall approach to  
236           development is steady and considered. The City maintains its green space and

237 rural character. Development in Keene is market-driven, and little is done to build  
238 climate resiliency. Keene becomes time capsule of traditional values and an  
239 attractive retirement community.

- 240 ○ Future implications:
- 241 ▪ Development approach is focused on “tried and tested” solutions with  
242 carefully considered infrastructure investment.
  - 243 ▪ There is a lack of regional and collaborative approach.
  - 244 ▪ Transportation options and mobility are limited.
  - 245 ▪ Traditional values predominate and the area becomes attractive to retirees.
  - 246 ▪ There is a lack of affordable housing and housing options.
  - 247 ▪ An aging population increases healthcare needs in the area.

248

249 Mr. Beurle said these results showed that the community did not have a huge appetite for  
250 dramatic change – the least preferred future clips out the corners of the matrix. Interestingly  
251 though, the preferred future was most aligned with “innovative and intentional change.” This  
252 would involve learning to collaborate more, being more intentional about adaptation, and  
253 embracing new economic dimensions. How could the City seize the moment from a development  
254 trajectory when it comes with investment and risk? All of this engagement and data help to  
255 develop the community vision. Mr. Beurle thought the think tank goal was accomplished by  
256 exploring hard questions and thinking creatively about the future. Next, the vision would be  
257 tested with the community, using the same scenario matrix.

258

259 Mayor Kahn wanted to hear from his fellow Committee members on what they thought about  
260 what we just heard. Mayor Kahn began, discussing the think tank group’s identified aspirations.  
261 He thought the identification of community collaboration was important as Keene prides itself on  
262 this strength and any adaptation would be possible because of this highly collaborative  
263 environment. He thought this was captured well in the aspirational “seize the moment” future  
264 scenario, which he thought needed to be tempered with more reality, like how to sustain the  
265 downtown as a centerpiece. Biotech is a great idea, but will that really be a strength for use by  
266 2040? That seems like a stretch. The Mayor thought that within the microcosm of NH, Keene  
267 could be a standout in 2040, but he questioned whether there would be State investment and  
268 whether Keene could invest in seizing the moment.

269

270 Chair Farrington agreed about needing to temper the aspirational data. Mr. Beurle said it was a  
271 good point, noting how much the City could accomplish in the next 15 years. He thought the  
272 tempering Mayor Kahn mentioned had occurred to some extent in the data already; survey  
273 respondents chose options indicating a consensus around the middle of Scenario B (not the  
274 corner which would be the extreme version of it). In other responses, participants indicated that  
275 some of the extremes of the future scenarios presented would be going too far (“clipping out the  
276 corners”), so it was a natural tempering. The next steps of this process would involve mapping  
277 out what would be required to attain the aspirational vision, and focusing on the reality of the  
278 economic development, policies, and population required to attain the aspiration. Mr. Beurle said  
279 that over the next 8–12 months, these aspirations would be refined significantly.



280 Councilor Jones asked whether the macro vs. micro trends referred to time lapse or subject  
281 matter. Mr. Beurle said macro was the big picture context of what is happening  
282 nationally/globally (e.g., demographics, social values, climate change, etc.). He noted this was a  
283 quick scan and was by no means comprehensive – they only had an hour to go over these. The  
284 “micro” trends (local) was refined into the community snapshot and micro focus on how people  
285 feel about what is happening in Keene specifically. Councilor Jones also referred to the axes on  
286 the graphs that Mr. Beurle presented (available on project website), noting that they were  
287 infinite, so he asked if there was consideration of when Keene will need to repeat this process  
288 10–20 years from now. Mr. Beurle said it was a good question, noting that they might evolve,  
289 and he suggested keeping an eye on it because the axes were built from identifying the highest  
290 ranked key drivers, which could shift over time. He encourages all municipalities that take this  
291 approach to review this data every few years to determine whether the assumptions when the key  
292 drivers were developed still apply. Still, Mr. Beurle thought the axes were stable as core drivers  
293 for Keene’s foreseeable future and provided traction for planning.

294  
295 Mr. Kost was happy to see that most think tank participants identified a dynamic vision for  
296 Keene (top right on matrix). He was interested to see how the broader community would react.  
297 The matrix is fairly abstract, but he was pleased that the 20 key drivers were relatively specific  
298 and he did not want to lose track of them (especially the scatter plot) as this process transitions  
299 into more of a planning phase. He added that this change over time would be incremental, and he  
300 expected to see short-term, mid-term, and long-term action steps to realistically accomplish some  
301 of these aspirations. Mr. Beurle agreed, noting that the process was in the early stages of  
302 visioning, and he suggested reviewing some of the interesting data on the community range,  
303 which showed that participants were thinking about the best way for Keene to make it into the  
304 future. He felt that a vision is inherently abstract, and during the visioning stage he feels its  
305 important to let people dream a little and voice their aspirations.

306  
307 Councilor Remy would have been concerned when looking at the population chart if there was  
308 significant data favoring “stay the course” after seeing the downward curve. To the Mayor’s  
309 point, if you look at the population projection out to 2040 it doesn’t dip down below where we  
310 are now, but if you go out another five years, it would. And it would probably get steeper in that  
311 direction which is the scary part. He hoped to see the public align on collaborating to adapt vs.  
312 staying the course.

313  
314 Vice Chair Henkel said that during the think tank, he facilitated the group reviewing Scenario B:  
315 Innovative and Intentional Change. He said it was interesting because many responses were  
316 aspirational, but there were good conversations about what the City would have to coordinate in  
317 tandem with others to achieve various goals. Many negative tradeoffs were identified if things  
318 don’t align, and he was unsure they were all reported out to the larger group, so he suggested  
319 soliciting additional feedback to capture those perspectives. What would have to go right  
320 together to reach this vision? If that doesn’t occur, what would be the impact? Mr. Beurle said  
321 that if this data holds, it will provide a good sense of these factors, which is what he would focus  
322 on during the August brainstorming workshop with the Committee.

323 Chair Farrington attended the think tank, and he was not surprised by the aspirational outcome.  
324 Still, he echoed Mayor Kahn’s suggestion of practicality. The Chair questioned what it would  
325 cost to achieve some of these aspirations, and to what extent a municipal government would be  
326 able to achieve some of these things (what are our practical levers?). So, like his colleagues,  
327 Chair Farrington suggested a focus on a collaborative community. Mr. Beurle agreed and said  
328 that healthy skepticism is welcome as it puts realistic boundaries around the aspirations.

329  
330 Mr. Meehan said the Committee’s job is to respond to this community feedback (i.e., how will  
331 the Committee listen and help) and generate a plan that respects the community’s desires. Mr.  
332 Beurle agreed, explaining that mathematically, there were 100 think tank choices and almost  
333 everyone was within one degree, indicating a tight concentration of perspectives and allowing  
334 some clarity to emerge from the data to guide actions. Mr. Meehan added that at this Steering  
335 Committee’s first meeting, there was a focus on being very intentional to capture the voices of  
336 those who are not a part of this process. He wanted to ensure the consultants, City staff, and  
337 Committee remain very thoughtful in capturing all perspectives.

338  
339 Ms. Bergeron said that she might have expected more responses on the “stay the course” side of  
340 the graph. For example, Keene had a goal to be the healthiest community in 2020, but then a  
341 significant drug issue developed in addition to Covid. Additionally, Cheshire County has the  
342 oldest population in NH, and she said there would be serious population declines without  
343 attracting younger people to the community. Ms. Bergeron added that she thinks Keene’s  
344 greatest strength is willingness to collaborate. For example, the whole community came together  
345 to develop solutions when enrollment declined at Keene State College. She was pleased to see  
346 where people ended up on the future scenario matrix. She agreed that the community should  
347 work to bring more voices to the table as this progresses.

348  
349 Mr. Walier agreed with most of his colleagues’ comments, particularly on the topic of  
350 collaboration. However, he asked who the City should be collaborating with. Mr. Beurle referred  
351 to Mr. Meehan’s comments about taking all of this community feedback and developing  
352 collaborations to solve challenges. He agreed that the think tank participants also emphasized the  
353 need for Keene to leverage its ability to collaborate. Mr. Walier asked if that meant bringing in  
354 partners from outside of Keene. Mr. Beurle said it could. At the macro scale, he said Keene is  
355 very close to a strong innovation cluster in North America, radiating out from around Boston,  
356 that could present collaboration opportunities. He referenced even more opportunities globally,  
357 like philanthropy. It’s permission to think creatively, if this data holds up. Mr. Walier agreed  
358 with the need to share this information. Mr. Beurle reiterated that the data demonstrated that the  
359 community has an appetite for change, not the status quo.

360  
361 Dr. Perras said he found the demographics most daunting. He said hospitals are like the canary in  
362 the coal mine because they really feel the pain when community demographics change. About  
363 70% of people walking through Cheshire Medical Center’s doors are on Medicare or Medicaid, a  
364 scenario that does not lead to a vibrant, healthy, and growing healthcare system. Having only  
365 been in Keene for 10 months, Dr. Perras observed large employers desperate for more workers

366 inhibited by housing costs and availability. He thought a large focus of future planning would  
367 have to be about housing; he could not envision shifting demographics without a substantial  
368 investment in infrastructure needed for denser and more affordable housing. This would require  
369 directed focus and commitment to see it through (we don't need five moonshots – we need one  
370 or two). He mentioned similarly sized model communities that are growing and thriving with  
371 people moving in but reiterated the challenges of Cheshire County and NH demographics. Dr.  
372 Perras also wondered about resistance in the community when changes start happening, like  
373 feedback on the downtown project. Still, he thinks Keene needs to be open to more significant,  
374 disruptive changes.

375  
376 Mr. Morrison was encouraged to see an appetite for change in the data. He noted that on  
377 occasion, members of the public use opportunities like the think tank or survey to air their  
378 grievances and he did not feel that was the case for this project. With a career in economic  
379 development, Mr. Morrison remains curious about what keeps people wanting to seize the  
380 moment and collaborate to adapt. He noted that as plans like this progress, there are  
381 opportunities for civic engagement; for example, is there a housing project that people want to  
382 see that would enhance the community? For example, a college student might be excited to see  
383 an affordable shopping option like Five Below, while others might be enthusiastic about a nearby  
384 Fortune 500 company. As someone who witnesses a lot of great work in the community behind  
385 the scenes, Mr. Morrison said it is easy for him to remain focused on seizing the moment and  
386 collaborating to adapt. Still, he wonders where the missing link is. There is clear optimism about  
387 the future of Keene, so he thinks the community has a good starting point to bolster  
388 collaborations and set out to achieve what we intended throughout this planning process.

389  
390 Mr. Kost said he felt a sense of urgency with all of the focus on demographics and an aging  
391 population. Keene needs to attract young families to work in businesses. An aging population has  
392 to take care of itself and its community. Mr. Kost cited other older towns hollowed out by  
393 population declines; some were able to turn that trend around. Moving forward in developing  
394 this Master Plan, he hopes to maintain focus on mitigating this challenge. The rest of New  
395 Hampshire is projected to grow, so we should be able to take advantage of that.

396  
397 Mr. Beurle said that if this data holds, and a think tank usually represents enough of a cross  
398 section of the community to hold up, so if the data holds, he agreed with Dr. Perras' emphasis on  
399 determining how big the challenge is, the sense of urgency, and the focus areas to mitigate the  
400 challenges; this will be a focus at the August meeting (what our "moonshots" should be). Mr.  
401 Beurle agreed with Dr. Perras' points about looking at other communities as examples of how to  
402 adapt the economy to attract young people. He gave some examples of other smaller cities and  
403 towns that weathered change by being strategic and leaning into things like outdoor recreation  
404 opportunities. He thought Keene had not yet seen some changes regarding climate change or the  
405 impact of gigabyte broadband, for example, also Covid and mass urbanization. Further, he thinks  
406 some of this planning needs to be for how the City can position itself to take advantage of these  
407 adaptations when they arrive. We need to lay out a roadmap that people can see. Mr. Beurle  
408 thought the Committee should be more optimistic than pessimistic about the ability to affect

409 change. Keene also has an opportunity to position itself as a sense of place, which is attractive to  
410 many people.

411  
412 Mr. Walier echoed that Keene is an older community in a part of the State that is largely  
413 forgotten. We should figure out how to turn it from an obstacle to an opportunity. Mr. Beurle  
414 said Keene might be closer to overcoming some obstacles than it thinks; if broadband arrives in  
415 addition to multiple regional airports, it provides the opportunity to be based in Keene but work  
416 from almost anywhere in the world.

417  
418 Mr. Clements, Planner, shared an example regarding demographics and attracting young people.  
419 EVS Metal Fabrication (located on Optical Avenue) received a permit a couple years ago to  
420 double the square footage of their production space, but did not move forward with construction  
421 for some time. When discussing the proposal, the owner essentially indicated that the only thing  
422 keeping them from moving forward with building the addition was needing 14 engineers to move  
423 to Keene, which he was struggling to accomplish. He has a facility in New Jersey with young  
424 engineers that he was trying to entice to move to the Keene location. He had a really hard time  
425 convincing them to move up, and what stood out to Mr. Clements was that one reason the  
426 workers declined to move to Keene was because they did not want to have cars. He said that  
427 EVS ultimately pulled their building permit a year and a half later to build the addition, and he  
428 imagined they found workers and would move forward with that expansion. Mr. Clements said it  
429 may be helpful to ask similar businesses how they convinced staff to move here; for example,  
430 was public transportation an issue? Many businesses in Keene were facing this challenge. Keene  
431 has a capacity issue, and a population of 23,000 people is not enough to support a robust  
432 dynamic transportation system, despite almost 50,000 people coming to work, shop, etc., in  
433 Keene every day. Mr. Clements said that perhaps investment in a County-wide, robust, and  
434 dynamic transportation system might help to solve many goals. Mr. Walier agreed with Mr.  
435 Clements and said that might be part of the challenge facing the residency program at Cheshire  
436 Medical Center to keep the residency doctors here. Chair Farrington thought that one  
437 manifestation of collaboration in the community would be if EVS Metals figures out how to  
438 bring the staff it needs to Keene, we should make that story accessible to everyone who is  
439 looking for people.

440  
441 Mr. Beurle shared some updates on the project portal: [www.KeeneMasterPlan.com](http://www.KeeneMasterPlan.com), which is the  
442 go-to place for updates. Materials from all meetings and community engagement are available in  
443 addition to the interactive, raw survey data. Committee members can encourage others in the  
444 community to engage with these resources. The consultants were still working to analyze all the  
445 data and most of the data categorization should be ready by the August meeting for a more  
446 granular level of insight (e.g., public engagement needs).

447  
448 While she had not read every open-ended response, Ms. Brunner, Senior Planner, said it was  
449 interesting to her that at least 2–3 people mentioned having an option for remote participation in  
450 these master planning activities for wider representation. So, she was considering ways to  
451 accommodate remote visioning sessions in addition to evening options in the future.

452 **5) Visioning Sessions – June 18–21, 2024**

453 **A) “Train the Trainer” Sessions**

454

455 Visioning sessions were beginning the day after this meeting. Details are listed on the project  
456 portal. In addition, there will be a “train the trainer” session on Wednesday. The sessions will  
457 include a recap of the think tank outcomes and exploring preferred futures to build upon and  
458 validate the think tank results.

459

460 **6) Next Steps:**

461 **A) Continued Strategic Visioning in July**

462

463 Throughout the month with various stakeholder groups.

464

465 **B) Strategic Pillars Roundtable in August**

466

467 Step 3 of this process, when Mr. Beurle returns in August, would involve the Committee  
468 working together in a workshop format. In October, (October 5<sup>th</sup>, a Saturday) there will be a  
469 future summit that will conclude the visioning portion of the project, leading into the more  
470 comprehensive planning part of the project.

471

472 **C) Future Summit October 5<sup>th</sup>**

473

474 Between the August meeting and the Future Summit, the Committee will work to develop a  
475 report and move into development of a more detailed roadmap.

476

477 **7) New Business**

478

479 Chair Farrington recalled from the last meeting that Mayor Kahn requested adding a hyphen to  
480 “Keene 20-Forward,” and he thanked the consultants for making the change. He also recalled  
481 mention of involving the relator community in this process. Mr. Beurle said there should be more  
482 capacity to lead visioning sessions with other targeted groups (e.g., realtors, regional shopping  
483 groups, etc.) in July, once City staff have been trained to lead the sessions. Since this is not a  
484 political organization, Councilor Remy said engagement with the Keene Young Professionals  
485 Network could happen at their next happy hour. Mayor Kahn added that there is a human  
486 resources managers group in Keene and Cheshire County that meets monthly. The summer Parks  
487 & Recreation interns were also suggested, he has a high school group, as well as Dr. Perras’  
488 weekly critical incident group. Ms. Brunner confirmed that City staff would be happy to lead  
489 visioning sessions with any of these groups; they could also train a community member for  
490 further outreach without City staff present.

491

492 Chair Farrington opened the floor to public comment.

493

494 Ward One Councilor, Jacob Favolise, said he appreciated that the think tank was consultant-led  
495 but felt community-driven. He thought the sessions were useful in pinpointing the key drivers for  
496 a sustainable and successful City. He appreciated that the participants identified housing as a  
497 critical focus. Councilor Favolise thought this Committee was on the right track and he was  
498 optimistic about focusing energy and resources to achieve these goals by 2040, despite  
499 demographic and other challenges.

500

501 **8) Next Meeting: Tuesday, August 6 at 6:00 PM**

502 **9) Adjournment**

503

504 There being no further business, Chair Farrington adjourned the meeting at 7:16 PM.

505

506 Respectfully submitted by,

507 Katie Kibler, Minute Taker

508 June 24, 2024

509

510 Reviewed and edited by,

511 Mari Brunner, Senior Planner



**CITY OF KEENE**  
NEW HAMPSHIRE

**MEMORANDUM**

**TO:** Master Plan Steering Committee  
**FROM:** Mari Brunner, Senior Planner  
**DATE:** July 29, 2024  
**SUBJECT:** Agenda Item III (a) – Review of Project Progress and Public Input to Date

**Recommendation:**

For your information.

**Background:**

The following materials are included as an attachment to this memo. Please review these materials prior to the August Steering Committee meeting.

1. Think Tank Report. This report, available online at [www.KeeneMasterPlan.com/Think-Tank](http://www.KeeneMasterPlan.com/Think-Tank), summarizes the two-day workshop that occurred on May 30 and 31.
2. Community Survey #1 categorization results. The project portal includes all 648 survey responses at [www.KeeneMasterPlan.com/survey](http://www.KeeneMasterPlan.com/survey). Future IQ reviewed open-ended responses and categorized them by topic/theme. The categorization results are attached to this memo.
3. Visioning session heat map survey results to date. Results include Think Tank workshop participants and surveys collected at visioning sessions throughout June and July. Additional visioning sessions are scheduled for early August.
4. Stakeholder Interview Summaries. A total of seven interviews have been conducted as of the date of this memo, and ~four or five additional interviews are planned. This document summarizes the input received from each interviewee.
5. Compendium of public comments received as of July 29, 2024. There are several ways for member of the public to submit comments on this project, including an online comment form on the project website, via email, or by filling out a physical comment card or postcard. In addition, some people wrote comments on the heatmap survey. The comments received to date are attached to this memo.



VISION KEENE 20-FORWARD  
**THINK-TANK REPORT**  
NEW HAMPSHIRE, USA      JUNE 2024







# VISION KEENE 20-FORWARD THINK-TANK REPORT

NEW HAMPSHIRE, USA

JUNE 2024

This report summarizes the outcomes of the 'Vision Keene 20-Forward Think-Tank' held on May 30 and 31, 2024. Approximately 60 community members and city staff participated in the Think-Tank and developed the scenarios presented in this report. This report has been produced as part of the Vision Keene 20-Forward comprehensive master plan project which aims to develop a new community vision and master plan that will guide decision-making looking out to 2040.

This report and the associated data analysis are available on the project portal at:  
[keenemasterplan.com](https://keenemasterplan.com)

REPORT PREPARED BY:



THINK-TANK HOSTED BY:



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# OVERVIEW OF THE COMPREHENSIVE MASTER PLAN PROCESS



**Vision Keene 20-Forward is a visioning and comprehensive master planning project that will update the City of Keene’s 2010 Comprehensive Master Plan (CMP).**

This update will be done in two phases, beginning with a renewal of Keene’s Community Vision. Public involvement and input are critical components of this phase, with a focus on public engagement throughout the city and strategic visioning around the future of Keene’s downtown and growth areas/nodes. In the second phase, each of the 2010 CMP’s multiple topic-oriented chapters will be examined and updated to reflect current community priorities. Throughout the process, citizens and community partners will be asked to join with the city to identify priorities and establish a list of goals and action steps for implementation. This input will inform the development of an actionable implementation section that will outline and prioritize strategies for achieving the Plan’s new goals and objectives.

The Vision Keene 20-Forward project is a robust, inclusive, and forward-looking planning process. The project’s objective is to produce an updated Comprehensive Master Plan that will position the city on a continued path of becoming a diverse, resilient, and vibrant community. The process also will explore the future strategic positioning of the city and create an enduring and collaborative roadmap to the future. A fundamental premise is that the world is changing fast, and the city needs collaborative and decisive thinking to help envision how it will thrive over the next 10-15 years.

**Learn from the past, plan for the future!**





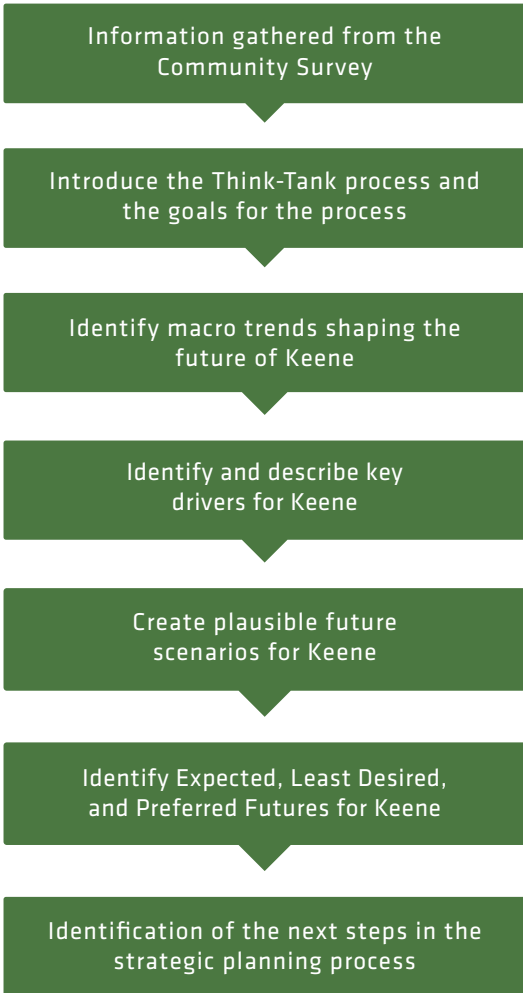
Community members and stakeholders have identified the visioning process as extremely important to the future of Keene.

# ➤ 1.0 | HOW TO READ THIS REPORT

This report lays out the findings from the Vision Keene 20-Forward Think-Tank and each key step in the process. More details about the overall comprehensive master planning process may be viewed on Keene’s project portal at: [keenemasterplan.com](http://keenemasterplan.com).

The Think-Tank process built a range of future possible directions for Keene. This work represents robust ‘future gazing’ where community members considered possible directions and the impacts and consequences of those directions. The process, and the report, then drill down deeper into what people saw as the optimal or preferred future. This understanding helps lay the groundwork for figuring out what next steps to take. The draft vision for Keene will be further explored and validated during Community Visioning Sessions taking place throughout the summer.

## Steps in the process



## Sections of the report





The Vision Keene 20-Forward Think-Tank workshop allowed community members to take a 'deep-dive' into strategic visioning and future-thinking through a scenario-planning process.

## ➤ 2.0 | INTRODUCTION

This scenario-based Think-Tank report summarizes the visioning workshop that took place on May 30 and 31, 2024. The Think-Tank workshop was conducted as an initial step in the project to develop a vision and comprehensive master plan that will guide Keene's development for the next 10-15 years. The components of the visioning work to date include the following:



### COMMUNITY SNAPSHOT REPORT

The Community Snapshot Report for Keene, New Hampshire highlights citywide demographic and economic benchmark data and established goals from recent planning efforts. This data will be used to inform the comprehensive master planning process throughout the project. The Community Snapshot Report may be found on the project portal at [keenemasterplan.com](https://www.keenemasterplan.com).



### KEY STAKEHOLDER INTERVIEWS

Initial interviews were held with key stakeholders to gather input and to further understand diverse perspectives on current and future aspirations for Keene. These interviews are ongoing.



### COMMUNITY SURVEY

An extensive survey was completed by 648 community members (546 at the time of the Think-Tank). The survey aimed to understand stakeholder perspectives on current conditions in the city, as well as their aspirations for the future. The survey remained open through June 10.



### THINK-TANK WORKSHOP

The Vision Keene 20-Forward Think-Tank was held on May 30 and 31, 2024. At this workshop, participants learned about current conditions and macro trends impacting Keene, and participants produced four plausible potential futures for the city.



### THINK-TANK PARTICIPANT HEATMAPS

Think-Tank participants completed heatmaps at the end of the Think-Tank to express their Least Desired, Expected, and Preferred future scenarios for Keene, looking out to 2040. The results are examined in this report.



*"I love Keene. I know change will come. It has to. I just want the city to learn from the mistakes other towns have made, safeguard its resources, and cling to all the good things as tightly as it can."*

-Vision Keene Community Survey Respondent



## 3.0 | SURVEY RESULTS – KEY STAKEHOLDER INPUT


Prior to the Think-Tank, an extensive community survey was conducted to gather insight into the community’s perceptions of trends influencing Keene’s future, including what people like least and most about Keene and the Monadnock region, and what they considered to be Keene’s strategic positioning or niche in the region, state, and broader New England area. At the time of the Think-Tank, approximately 546 people had responded to the survey that was promoted on the portal, social media platforms, on the radio, and in local businesses.

Respondent profile information is available on the project portal, and includes information such as age, ethnicity, relationship to Keene, stakeholder group affiliation, zip code, and whether the respondent was involved in Keene’s 2010 Comprehensive Master Plan project. Below are some compiled results of the survey as of the May Think-Tank. The complete community survey results are posted on the project portal at [keenemasterplan.com](http://keenemasterplan.com).

For the purposes of this report, a selection of survey results are presented. All interactive results can be viewed in real time on the project portal.



*“I love Keene and am thrilled that its future is being taken so seriously. Thank you!”*  
-Vision Keene Community Survey Respondent



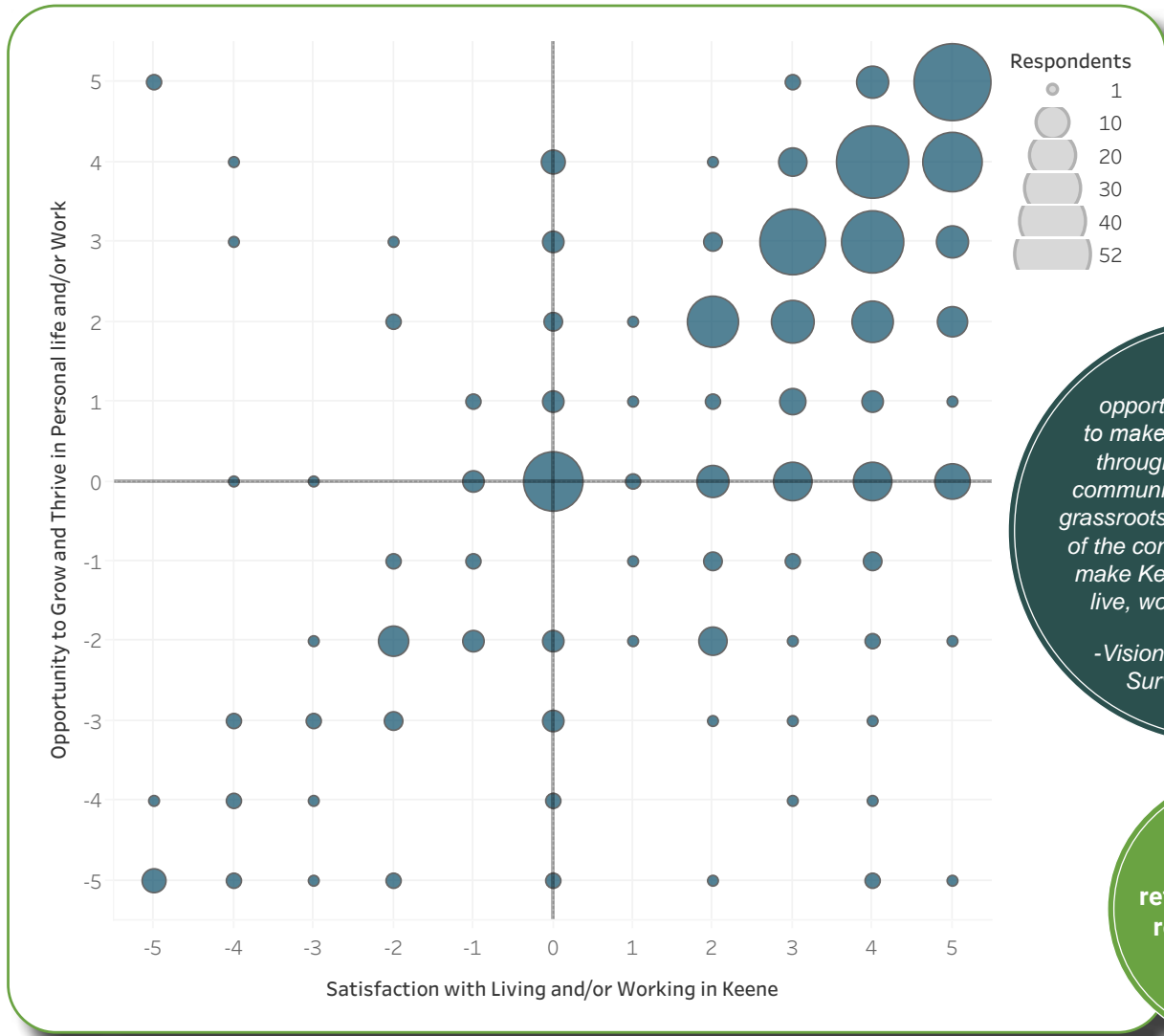
DataInsight

- The majority of respondents self-identified as community residents (75%), community organizations (22%), business owners or representatives (13%), public or private educational institutions (12%), government entity (12%), visitor to Keene (11%), other (5%), and economic development group (2%).

# 3.1 | LIVING AND WORKING IN KEENE

Survey respondents were asked how satisfied they are living and/or working in Keene and if they thought the city offers them future opportunities to grow and thrive in their personal life and/or work. Respondents were asked the questions below which were then combined to produce the following chart.


- How satisfied are you about living and/or working in Keene? (Scale: -5 = Very unsatisfied; 0 = Neutral; +5 = Very satisfied)
- To what degree does Keene offer you future opportunities to grow and thrive in your personal life and/or work? (Scale: - 5 = Very little opportunity; 0 = Neutral; +5 = Great opportunity)



*“There is opportunity and potential to make a significant impact through city communities, community organizations, and grassroots efforts due to the size of the community and desire to make Keene a better place to live, work, learn, and play.”*

-Vision Keene Community Survey Respondent

**Survey charts reflect 546 survey responses as of May 29, 2024.**



DataInsight

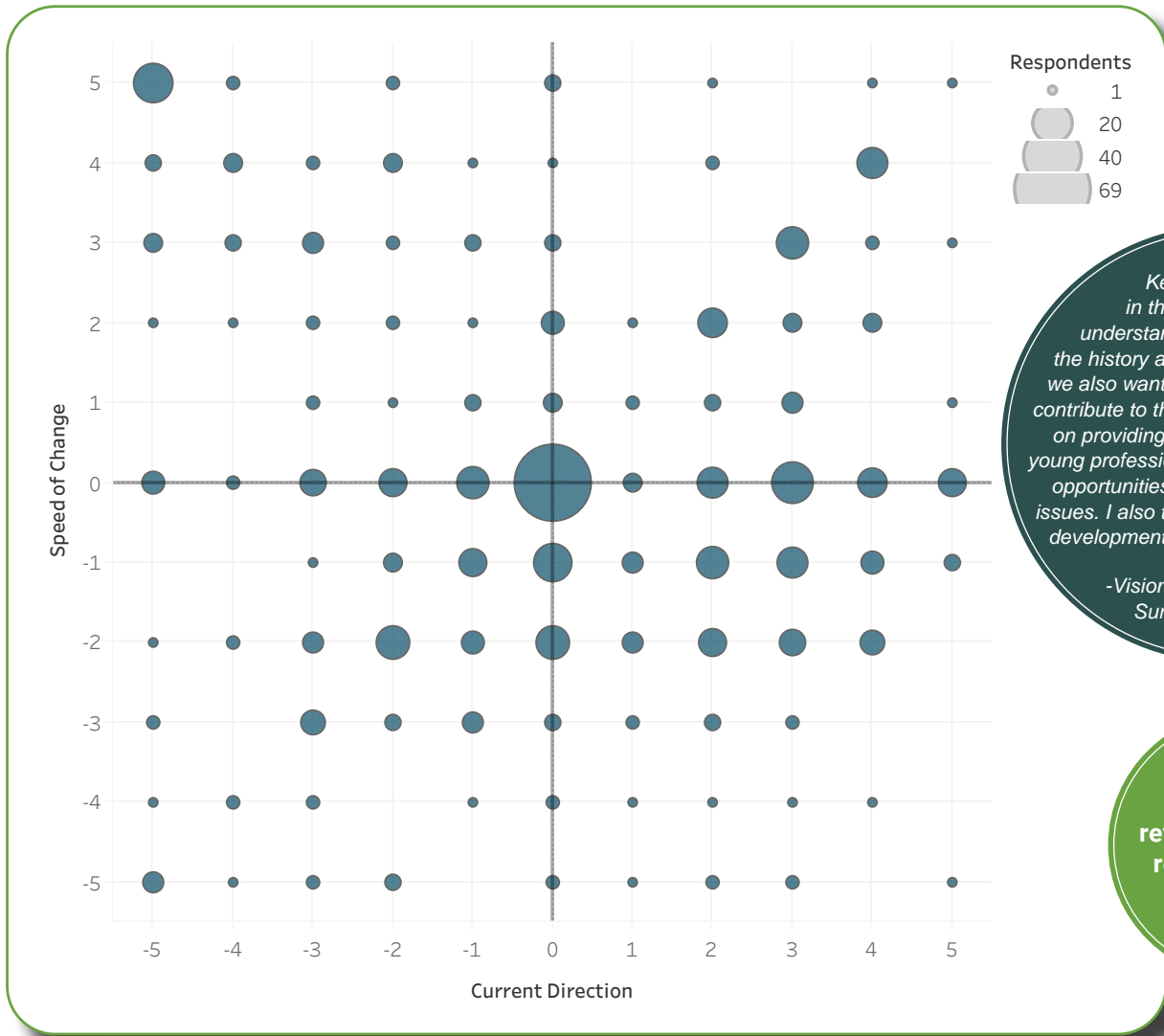
- The size of the circle denotes the popularity of the response. This chart shows that respondents felt mostly satisfied about living and/or working in Keene, and that the city mostly offers opportunities to grow and thrive in their personal life and/or work.
- These results can be filtered on the portal according to age, race, relationship to Keene, stakeholder group affiliation, zip code, and whether the respondent was involved in Keene's 2010 Comprehensive Master Plan project.



## 3.2 | CURRENT DIRECTION AND SPEED OF CHANGE

Survey respondents were asked about the overall current direction of Keene and about the current speed of change in Keene. Respondents were asked the questions below, which were then combined to produce the following chart.

- How satisfied or concerned are you about the overall current direction of Keene? (Scale -5 = Very concerned; 0 = Neutral; +5 = Very satisfied)
- What do you think about the current speed of change in Keene? (Scale: -5 = Moving too slow; 0 = Just right; +5 = Moving too fast)



*"I think Keene is trending in the right direction. I understand wanting to preserve the history and nature of the area, but we also want young people to stay and contribute to the economy. I think focusing on providing teens, young adults, and young professionals with more recreational opportunities would take care of many issues. I also think there is opportunity for development in other areas of Keene."*

-Vision Keene Community Survey Respondent

**Survey charts reflect 546 survey responses as of May 29, 2024.**



DataInsight

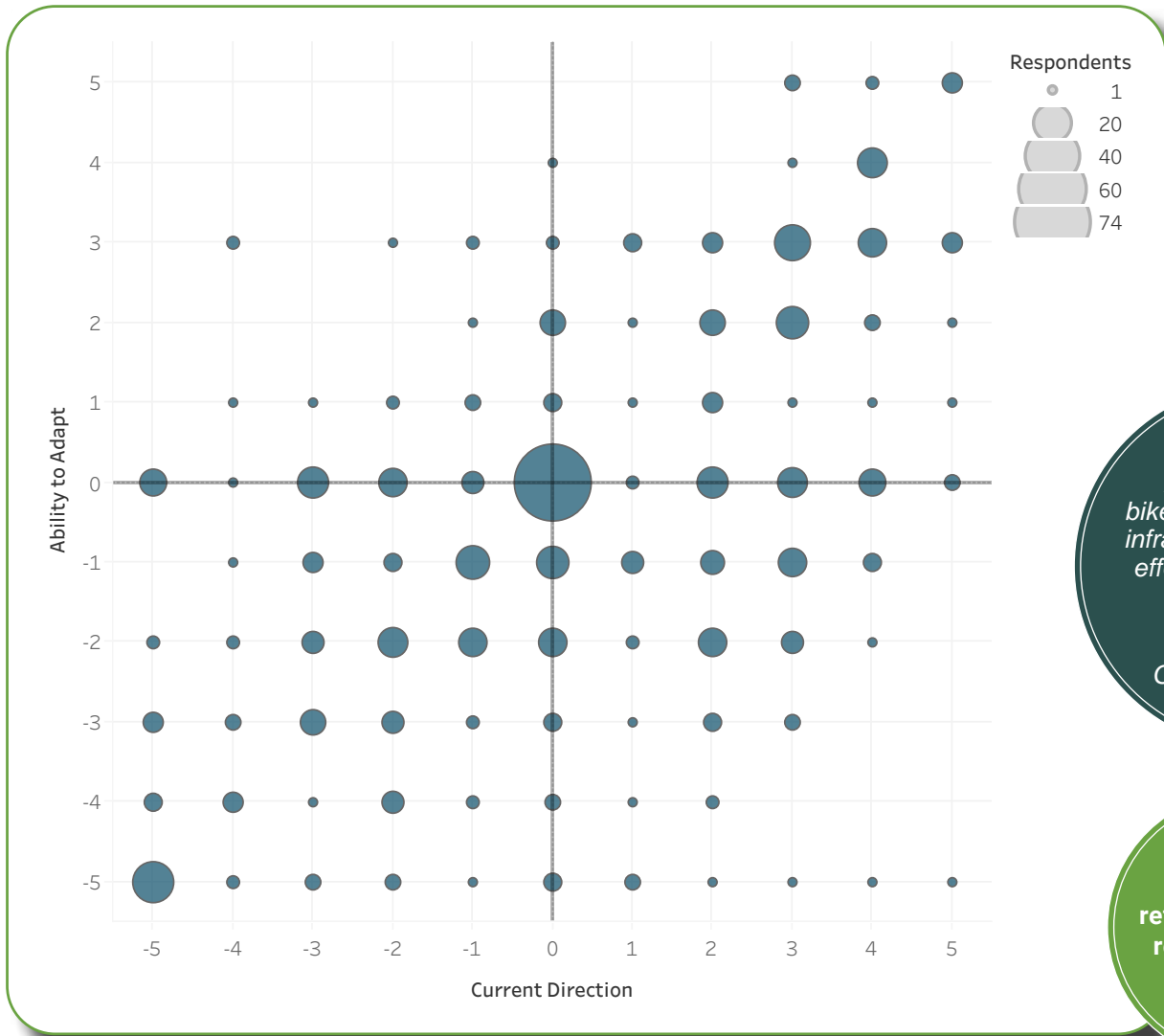
- The size of the circle denotes the popularity of the response. This chart shows that most respondents are feeling neutral to very satisfied about the current direction of Keene and consider the current speed of change just about right to moving too slow for Keene. These sentiments will be further explored in the comprehensive master planning process.
- These results can be filtered on the portal according to age, race, relationship to Keene, stakeholder group affiliation, zip code, and whether the respondent was involved in Keene's 2010 Comprehensive Master Plan project.



# 3.3 | CURRENT DIRECTION AND ABILITY TO ADAPT

Survey respondents were asked about the overall current direction of Keene and its ability to adapt to changes. Respondents were asked the questions below, which were then combined to produce the following chart.


- How satisfied or concerned are you about the overall current direction of Keene? (Scale -5 = Very concerned; 0 = Neutral; +5 = Very satisfied)
- How satisfied or concerned are you about the ability of Keene to adapt to changes? (Scale: -5 = Very concerned; 0 = Neutral; +5 = Very satisfied)



*"It's exciting to me to see new solar arrays, bike paths, EV charging infrastructure, and other efforts at sustainability move forward."*

-Vision Keene Community Survey Respondent

Survey charts reflect 546 survey responses as of May 29, 2024.



**DataInsight**

- The size of the circle denotes the popularity of the response. This chart shows that most respondents are feeling neutral to very satisfied about the current direction of Keene and its ability to adapt. There are some people who are very concerned about both issues and this will be further explored in the comprehensive master planning process.
- These results can be filtered on the portal according to age, race, relationship to Keene, stakeholder group affiliation, zip code, and whether the respondent was involved in Keene's 2010 Comprehensive Master Plan project.



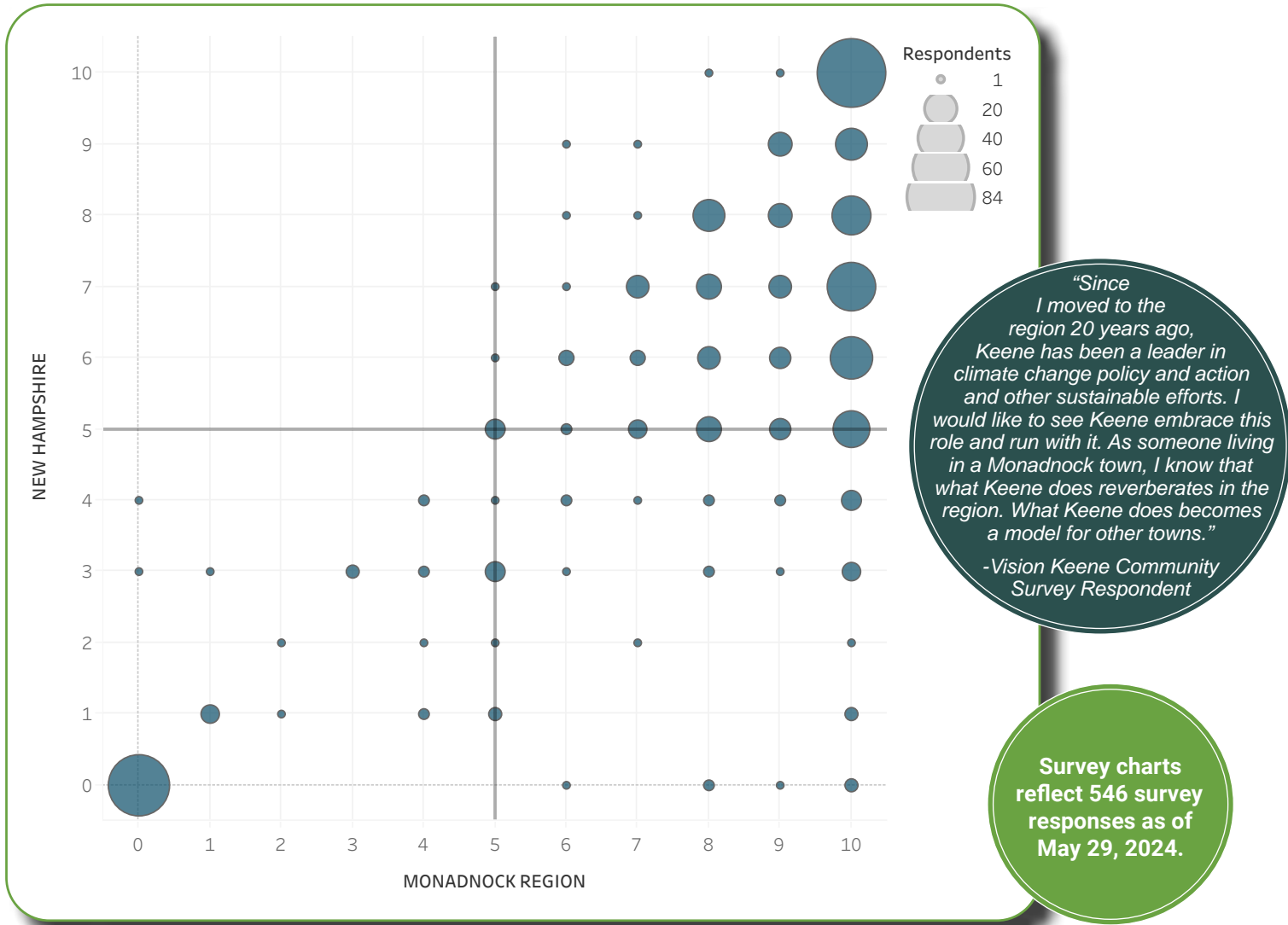
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# 3.4 | IMPORTANCE OF KEENE TO MONADNOCK REGION AND NEW HAMPSHIRE

Survey respondents were asked about the importance of Keene to the future of the Monadnock Region and to the future of New Hampshire. Respondents were asked the questions below, which were then combined to produce the following chart.

- How important do you think Keene is to the future of the Monadnock region? (Scale: 1 = Not important; 10 = Extremely important)
- How important do you think Keene is to the future of New Hampshire? (Scale: 1 = Not important; 10 = Extremely important)



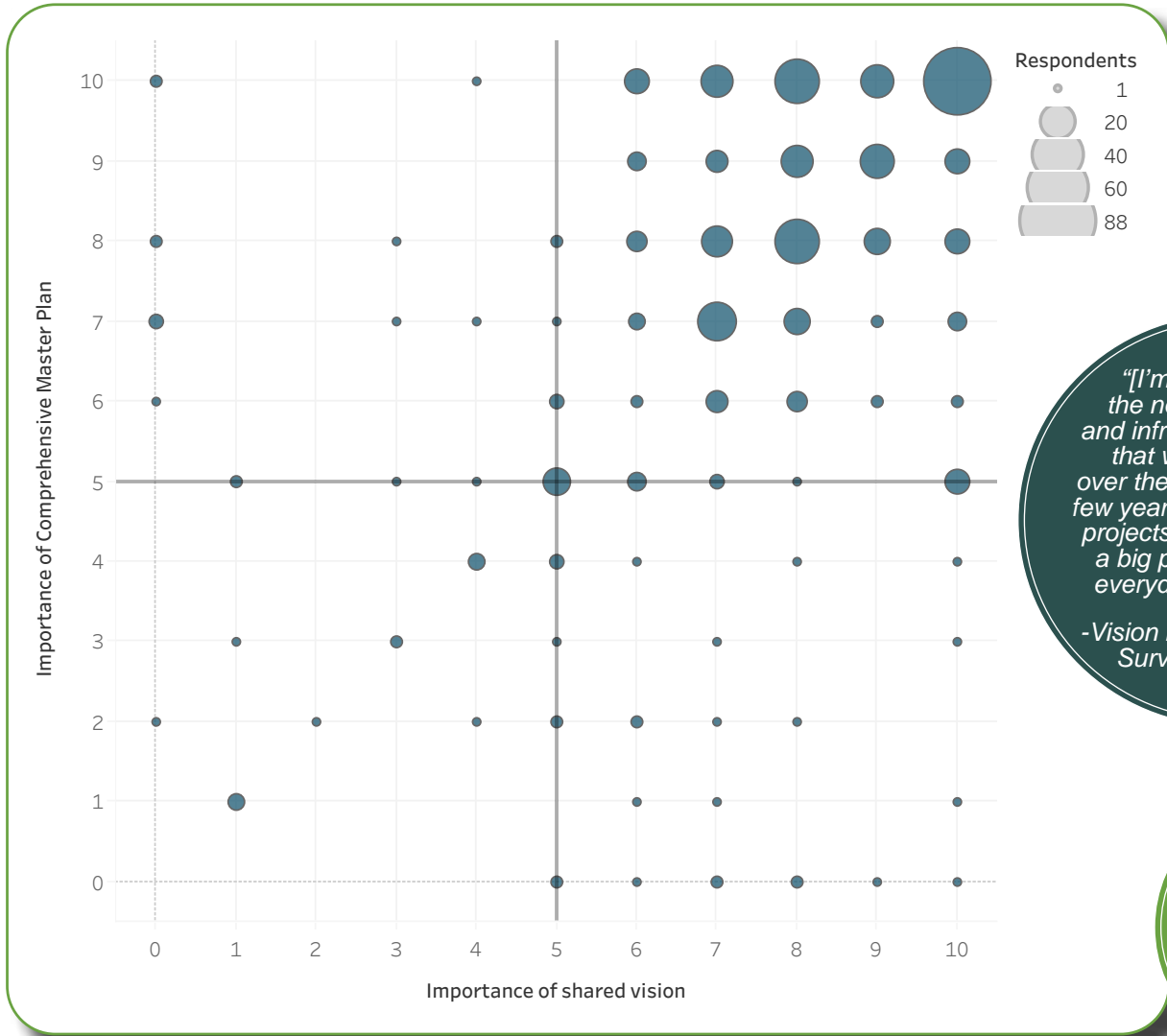
DataInsight

- The size and color of the circle denotes the popularity of the response. This chart shows that most respondents consider Keene to be extremely important to the future of the Monadnock region and a bit less so to the future of New Hampshire.
- These results can be filtered on the portal according to age, race, relationship to Keene, stakeholder group affiliation, zip code, and whether the respondent was involved in Keene’s 2010 Comprehensive Master Plan project.
- There was a group of people who did not consider Keene important to either the region or state and this will be further explored in the planning process.

# 3.5 | IMPORTANCE OF SHARED VISION AND COMPREHENSIVE MASTER PLAN

Survey respondents were asked how important it is to have a shared vision and a Comprehensive Master Plan for the future of Keene. Respondents were asked the two questions below, which were then combined to produce the following chart.


- How important is it to have a shared community vision for Keene? (Scale: 1 = Not important; 10 = Extremely important)
- How important do you think it is for the community of Keene to have a Comprehensive Master Plan? (Scale: 1 = Not important; 10 = Extremely important)



*"[I'm excited about] the new development and infrastructure projects that will be occurring over the course of the next few years. I think that these projects are going to have a big positive impact on everyday life in Keene."*

-Vision Keene Community Survey Respondent

Survey charts reflect 546 survey responses as of May 29, 2024.



**DataInsight**

- The size of the circle denotes the popularity of the response. This chart shows that the majority of respondents felt that a shared vision and Comprehensive Master Plan were both important to the future of Keene.
- These results can be filtered on the portal according to age, race, relationship to Keene, stakeholder group affiliation, zip code, and whether the respondent was involved in Keene's 2010 Comprehensive Master Plan project.



## 4.0 | SCENARIO-BASED THINK-TANK WORKSHOP

The Vision Keene 20-Forward Think-Tank Workshop was conducted on May 30 and 31, 2024, in the Alumni Center at Keene State College. The workshop explored how Keene could evolve looking out to 2040 and consisted of:

- A review of global trends and the impact of these trends on Keene
- Assessment of Keene’s strengths and weaknesses
- Formulation of the different plausible scenario ‘spaces’ and development of detailed narratives and descriptions of each scenario
- Examination of the impact and consequences of each scenario on various aspects of community evolution and development trajectory in Keene
- Identification of the preferred future and potential critical action steps to achieve the preferred future

Scenario planning provides a way to explore various plausible futures. This adds a richness and depth to the discussions about preferred future, and a consideration of the intended and unintended consequences.

The Think-Tank began with an in-depth presentation on future trends and global conditions in Keene, as well as a brief review of survey data and the Community Snapshot Report before moving on to conduct scenario planning for the city. Future iQ’s scenario planning process provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape Keene looking out to 2040
- Create and describe four plausible long-term scenarios for Keene
- Begin exploring alignment around a shared future vision for Keene
- Begin exploring high-level strategic themes for the future of Keene



The scenarios developed during this Think-Tank workshop and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for the future of Keene. Workshop deliberations can assist in identifying key strategic actions for the city and how various groups might best contribute to future developments.





## 5.0 | FRAMEWORK FOR ANALYSIS – KEY THEMES SHAPING THE FUTURE

Think-Tank participants explored the forces of change shaping the future of Keene, including three key areas of emerging macro trends. Perceptions around the nature of impact of these trends, both in terms of size and timing of impact, were explored to gauge how important participants consider the trends. Participants discussed the emerging trends on global, regional and local scales, and related them directly to Keene in terms of how well prepared they considered the city.

Specifically, the key trend areas included:

- Demographics, population and mass urbanization
- Energy, food, water and climate change
- Technology and the speed of change

In the face of accelerating speed of change, the key to long-term resiliency for Keene is the ability to anticipate change, adapt, and remain agile in response to emerging trends.

Of relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way. Velocity and trajectory are key elements that often create resistance to change and require clear communication and outreach to promote trust around the purpose of change. Think-Tank participants emphasized the need for increased intentional investment in collaboration and infrastructure as well as consistent communication and messaging as the community pursues its preferred future.





Drivers are events, trends, developments, catalysts, or forces that actively influence or cause change. The top 20 drivers for Keene are seen to shape the future of the city.

## 6.0 | KEY DRIVERS IDENTIFICATION

With the background of external trends, Think-Tank participants produced drivers that they considered most likely to shape the future of Keene. The drivers had been discussed at a small group level and then at the wider workshop level. The scope of each driver was clarified, and any similar drivers were grouped, and new drivers added, until a list of twenty unique key drivers were identified.

### 6.1 | DRIVER DESCRIPTIONS

Key drivers shaping the future of economic development in Keene, as identified and developed in small working groups by the Think-Tank participants:

(Please note that these drivers are not in any particular order.)



**SMARTER LAND USE IN KEENE**  
Reduce urban sprawl and building decay. Increase density and building heights in the city. Maximize development potential in existing city footprint (especially large unused parcels).



**CHANGING JOB LANDSCAPE**  
Globalization; changing worker expectations; longer work life; equal pay/living wage; AI/Automation; and, remote work. Develop magnets to attract workers and retain locals (magnets = jobs, housing, childcare, education, culture, recreation).



**FUTURE OF HIGHER EDUCATION IN KEENE**  
Impact of online learning, high costs, and demographic change. Will the area campus/institutions survive and should the city play a role in supporting the colleges differently?



**LOCAL BUSINESS CHARACTER AND CONTROL**  
Keene's small business ecosystem is varied, small scale and with lots of character. Need to manage the impact that large businesses have on local small businesses when they pull out of the area.



**GEOGRAPHIC LOCATION**  
Keene is located in the middle of New England and is simultaneously close to major population centers, but isolated topographically with lack of transportation access.



**CLIMATE RESILIENCE AND BUFFERING**  
Changing weather trends (extreme events) impact water quality, agriculture and infrastructure. Need to consider what to grow and protect wooded hillsides from heavy rains. Need to develop our readiness to deal with climate effects.



**CLIMATE REFUGEES**  
Both domestic and international immigration is increasing diversity and population. This will impact housing availability, services infrastructure and commitment of resources.



**SENSE OF COMMUNITY AND COLLABORATION**  
Strengthening our social capital will drive economic impacts. If we come together to collaborate, we will grow our economy; if we focus on disagreements, the fear is that we will not. Need to promote inclusivity, events and festivals, and regional collaboration.

# 6.1 | DRIVER DESCRIPTIONS CONT.



## AGING POPULATION

We are losing the youngest among us. Large businesses have left causing loss of workers. Need to attract younger people and diversity or we will become a retirement community.



## LACK OF TRANSIT OPTIONS

Need more multimodal transit options or more parking; more cars means more pollution. Additional transit will make a more livable, affordable city.



## COST AND AVAILABILITY OF ENERGY

Moving away from fossil fuels to renewables will lower the cost and efficiencies over time and attract businesses that require higher electricity. Need to prioritize renewable energy infrastructure (solar, sea, wind, batteries).



## POLITICAL CLIMATE REFUGEES

Aggressive political climate is driving migration; younger influx of population. Who is elected in 2024 and the policies they espouse will impact this driver. Remote work allows relocation freedom.



## LOCALLY SOURCED FOOD PRODUCTION

Longer growing seasons and technology advances in food production; and increased demand for locally produced food. We could build our identity around local food and food tourism. Need to strengthen our food resiliency and secure our regional food supply.



## AGING INFRASTRUCTURE

Keene is vulnerable in this area. We need to improve our aging infrastructure; is a backbone of the community. Requires access to capital; risk/reward acceptance if don't do now.



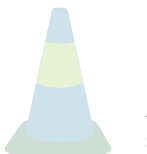
## GREATER AVAILABILITY OF HOUSING

To attract more younger people to the area, need to build more 'missing middle'; accessible, universal, versatile, and affordable housing. Lack of availability is driving people toward homelessness.



## TECHNOLOGY ALLOWING REMOTE WORK

Technology reduces 'trailing spouse' and enables people to keep jobs from afar. Question of whether this will cause further fragmentation of a community or bring it together. More services and amenities for people working at home will be needed. Keene is attractive for remote workers.



## LOCAL ECONOMIC IMPACT OF DOWNTOWN PROJECT

An improvement to local water and sewer system. Need to consider the economic impacts of the project; has potential to impact businesses and their survival during construction.



## ACCESS TO HEALTHCARE

Hospital is critical to local population. Loss of hospital would cause loss of potential residents, good paying jobs and a major employer. Focus on quality metrics and maintaining access for population.



## IMPORTANCE OF ARTS AND CULTURE

A strength of the community; Keene is a cultural hub in the region; builds sense of community. Increases business traffic and employment opportunities. Potential for regional art center in Keene.



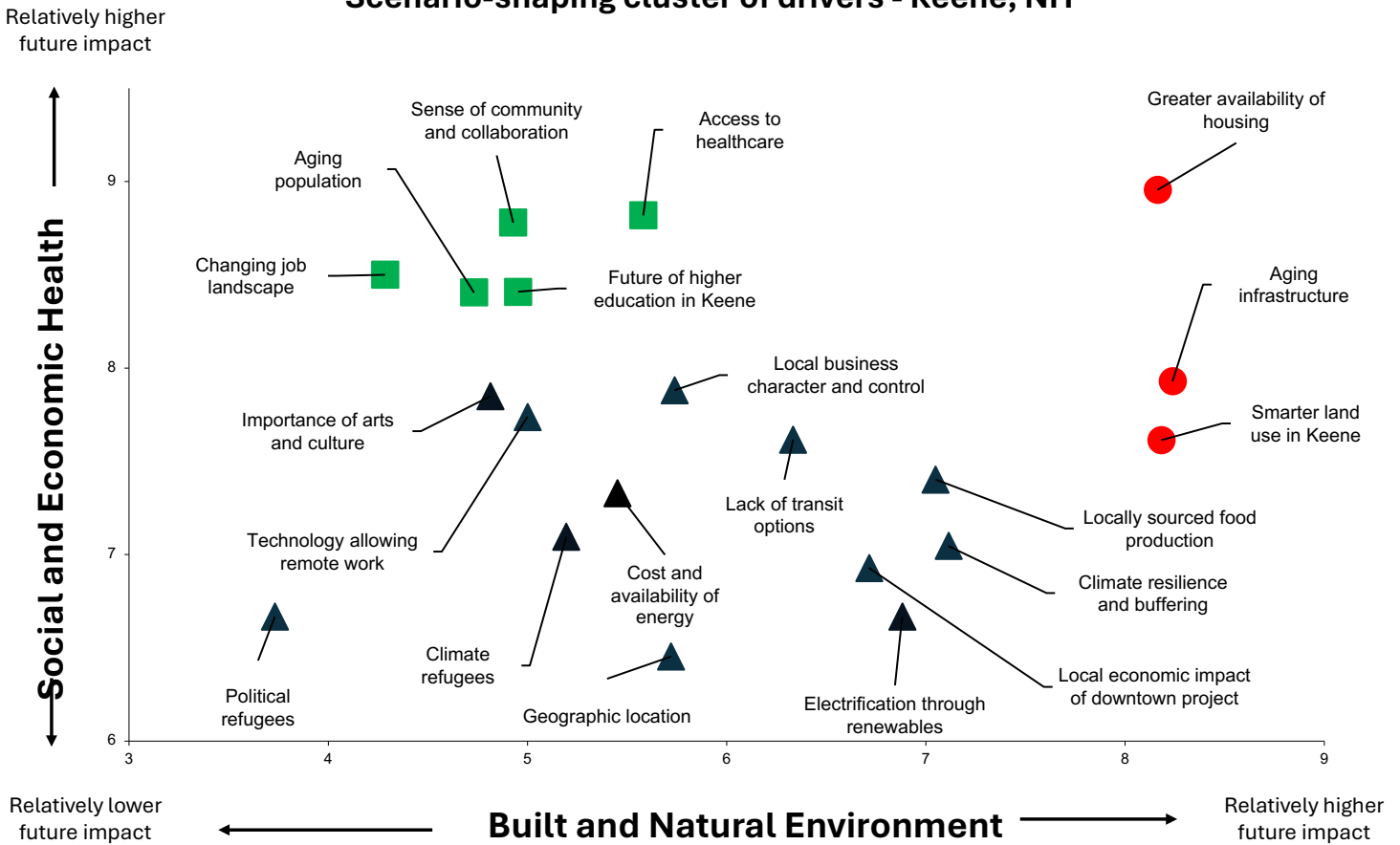
## ELECTRIFICATION THROUGH RENEWABLES


Moving in this direction will lessen dependency on fossil fuels and federal/state policy makers; will improve ground water and other environmental impacts. Will create better rates, economic development through construction and related employment.

# 6.2 | IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

After agreement on the drivers, Think-Tank participants rated each of the twenty key drivers in terms of the size of impact on the future of Keene. The scale used was 1 - 10 (1 = low relative future impact; 10 = very high relative future impact). The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of participants. Then, a scatter diagram of the drivers, based on size of impact was developed. The diagram represents the driver assessment in terms of **built and natural environment** and **social and economic health**. The process illustrated below show the clusters of drivers that were seen as most critical in shaping the future – these clusters are termed ‘Scenario-shaping clusters of drivers.’

## Scenario-shaping cluster of drivers - Keene, NH



- 

DataInsight

  - The most impactful identified drivers for social and economic health were clustered around the dimensions of access to healthcare, sense of community and collaboration, aging population, changing job landscape, and future of higher education in Keene.
  - The most impactful identified drivers for built and natural environment were clustered around the dimensions of greater availability of housing, aging infrastructure, and smarter land use in Keene.





## 6.3 | CLUSTER MAP DEVELOPMENT AND SCENARIO AXIS

Grouping similar drivers into two categories, clusters of drivers were identified by adding a thematic name linking the drivers in the clusters. These themes became the basis for the two axes on the scenario matrix that define the four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios. The two axes were defined as 'Community Evolution' and 'Development Trajectory'.

The two axes of the scenario matrix were developed through the thematic clustering of the key drivers identified by Think-Tank participants.

### FUTURE-SPLITTING THEMES BASED ON CLUSTERS OF DRIVERS:

#### Community Evolution

- Access to healthcare
- Sense of community and collaboration
- Changing job landscape
- Aging population
- Future of higher education in Keene

#### Development Trajectory

- Greater availability of housing
- Aging infrastructure
- Smarter land use in Keene

### ADDITIONAL DRIVERS:

- Locally sourced food production
- Climate resilience and buffering
- Local economic impact of downtown project
- Electrification through renewables
- Lack of transit options
- Local business character and control
- Cost and availability of energy
- Geographic location
- Climate refugees
- Technology allowing remote work
- Importance of the arts and culture
- Political refugees

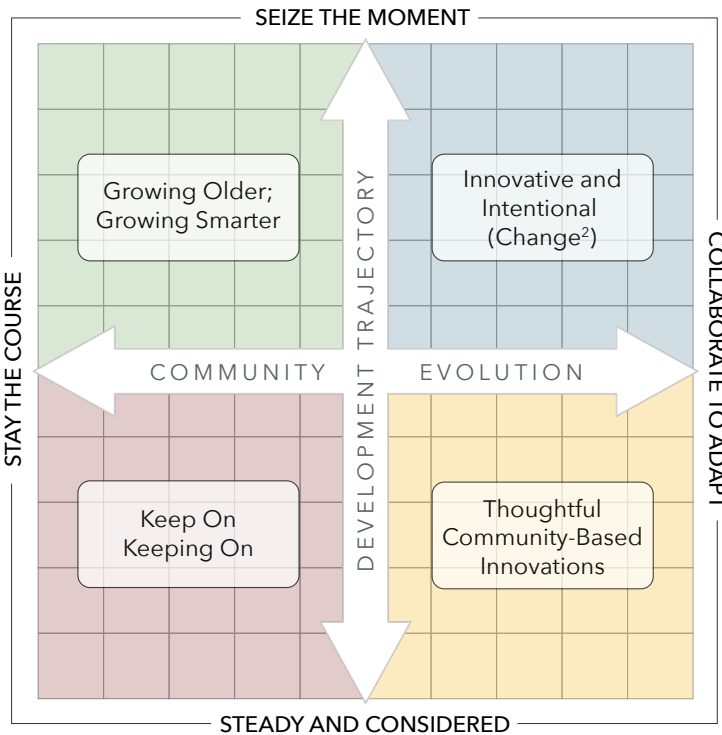


# 7.0 | CREATING THE SCENARIO FRAMEWORK

Workshop participants were presented with the scenario matrix, defined by the two major axes, 'Community Evolution' and 'Development Trajectory'. Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of Keene in 2040 under the conditions of the scenario quadrant that they had been given. After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2025, 2030 and 2040, and to give their scenario a descriptive name. The name is intended to represent the description of the scenario in the form of a short title. Narratives, descriptions, and names of each scenario as developed by the workshop participants are included in the following sections.

The community invests aggressively to incorporate future-oriented infrastructure, including new housing, utilities and local transportation options. The focus is on building climate resilient and smart infrastructure that addresses environmental sustainability and positions the community as an innovative and uniquely forward-looking location.

The focus is on sustaining the existing community fabric and experiences, especially for existing and aging residents. There is support for the traditional community amenities and focus is primarily on the familiar business and economic drivers of education, manufacturing, and services.



The community actively explores new ways to build opportunities in a rapidly changing world, with a strong focus on new areas such as the bio-sciences, renewable energies, and local food systems. The community creates deeply collaborative approaches to help drive local solutions and absorb new people and workplace trends.

The overall approach is focused on the 'tried and tested', with carefully considered infrastructure investment that is conscious of cost and disruptions. Market forces dictate decision-making and drive the development patterns and availability of housing and property.





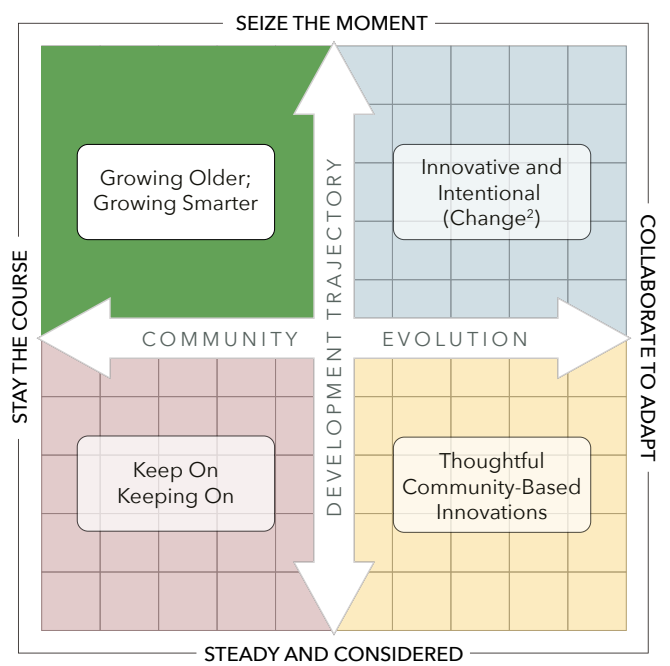
The 'Growing Older, Growing Smarter' scenario conveys a future where there is a tension between the community staying the course with traditional policies and development versus seizing the moment with respect to climate resiliency and city infrastructure development.

# 7.1 | SCENARIO A: GROWING OLDER; GROWING SMARTER

This scenario forecasts a future where Keene invests heavily in its traditional community amenities while at the same time aggressively incorporating smart technologies and environmental sustainability into its development trajectory.

Public investment is focused primarily on familiar businesses and economic drivers of education, manufacturing and services. Keene State College shifts to a 'lifelong learning' approach and expands class offerings across all ages. An aging population requires more healthcare services and multigenerational care increases to include elderly living with elder daycare. Intergenerational, small-format housing is concentrated in the city center in walkable areas. Schools continue to consolidate as the younger population demographic declines. Smart technology development increases climate resiliency and expands internet access to the region. Sidewalks are improved and transit corridors are created with more multimodal options. Additional parks and walking trails are built. Keene is attractive to retirees but more difficult for young families to afford. Housing becomes less affordable and the homeless population increases.

- ### SCENARIO SNAPSHOT
- A traditional approach to community amenities and economic drivers
  - The population ages and healthcare needs increase
  - Investment is made in innovative transit solutions, hard infrastructure and smart technologies
  - Environmental sustainability is a priority
  - Cost of living increases put pressure on fixed-income residents and youth



# SCENARIO A CHARACTERISTICS: 'GROWING OLDER, GROWING SMARTER' - 2040

In the 'Growing Older, Growing Smarter' scenario, the community accommodates an aging population and leans into infrastructure improvements, but it becomes increasingly difficult to afford to live in Keene.

The characteristics of this scenario convey a future where the community intentionally seeks to be forward looking with its infrastructure development while at the same time continuing its focus on traditional amenities, similar economic solutions, and status quo demographic makeup. Increased investment in climate resilient infrastructure raises costs for residents forcing many fixed-income and younger residents to look outside of the city to live.

### COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

**Keene's population ages and socioeconomically shifts based on who can afford to live in the city.**

- Arts and culture grows and thrives with a strong volunteer base from retirees.
- Keene State's population shifts to older 'lifelong learners'.
- Workers in Keene live outside the city and drive further and further to get here.

### ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

**Improved internet and hard infrastructure powers 'smart city' technology and development.**

- Housing options are expanded with more smaller formats attractive to older adults and students.
- Taxes increase to fund infrastructure improvements and social services become a larger financial burden on the city.
- More convenient and prevalent transit options are created.

### ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

**The city maintains its natural areas and green spaces and protects its rural district and remaining agricultural land.**

- Sustainable agriculture provides local food production and economy.
- Intergenerational, small-format housing is concentrated in the city center in walkable areas.
- Energy is produced locally with goal of energy independence.

**2025 Headline News**  
**"EMBRACING THE 'SILVER TSUNAMI'; KEENE'S POPULATION AGING"**



**2030 Headline News**  
**"KEENE OUTSMARTS NH: FIRST SMART CITY IN THE GRANITE STATE"**



**2040 Headline News**  
**"GOODBYE GRID: KEENE BECOMES ENERGY-INDEPENDENT"**





## 7.2 | SCENARIO B: INNOVATIVE AND INTENTIONAL (CHANGE<sup>2</sup>)

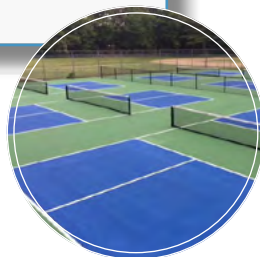
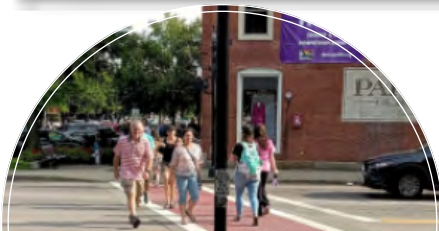
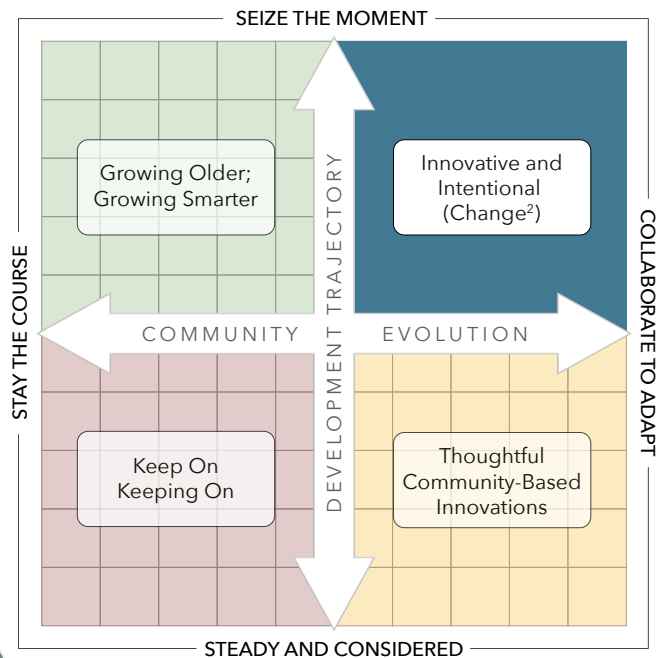
This scenario forecasts a future where the community actively and intentionally explores new ways to build opportunities that position the community as environmentally sustainable, innovative, and forward-looking.

A collaborative approach to adapting to change provides new opportunities for sustainable solutions. With a focus on building climate resiliency and smart infrastructure, new housing options flourish and affordability increases. The population becomes more diverse and schools grow. Climate refugees are drawn to the area. Education levels become higher and educational options broaden. Keene State College partners with local businesses and industry to expand experiential learning options for youth, and life-long learning opportunities for older residents. Transportation is expanded to include multi-modal options and connectivity to the State of New Hampshire and beyond. Local food production is encouraged and supported, while agricultural land and green space is preserved. Healthy foods are accessible. The community values health and wellbeing through its upkeep and support of neighborhood parks and recreation opportunities.

The 'Innovative and Intentional (Change<sup>2</sup>)' scenario conveys a future where the community adopts a mindset that embraces inclusiveness and adaptability in the face of a rapidly changing world. The primary challenge in this scenario is in creating the funding mechanisms to effect the desired change.

### SCENARIO SNAPSHOT

- The community is welcoming to newcomers and immigrants, with a reputation of inclusivity and collaboration
- Aggressive investment in future-oriented infrastructure prepares the community to deal with climate change
- Housing, utilities, and transportation options are expanded
- Local food production is encouraged and becomes a driver of the local economy
- Accessibility to food, housing and transportation becomes equitable



# SCENARIO B CHARACTERISTICS: 'INNOVATIVE AND INTENTIONAL (CHANGE<sup>2</sup>)' - 2040

In the 'Innovative and Intentional (Change<sup>2</sup>)' scenario, the community leans into sustainable, climate resilient, and innovative development with a strong focus on community collaborations to achieve these goals.

The characteristics of this scenario convey a future where the community seizes the moment to invest in future-oriented infrastructure that is climate resilient and sustainable while relying on collaborative approaches to help drive local solutions. A strong focus on new areas such as the bio-sciences, renewable energies, and local food systems position the community as an innovative and forward-thinking place to live, work, and play.



## COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

**All voices are heard and collaboration is the norm.**

- Living opportunities are affordable and childcare is available.
- A larger, diverse population causes schools to grow with a broad range of trades and training.
- 'Third spaces' exist throughout Keene (not school, not work, not home).



## ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

**Keene's economy is powered by local drivers and collaborative approaches to solutions.**

- The city maintains robust multimodal transportation infrastructure that is climate sensitive.
- Local food is an attractive growth driver and the city is a strong leader in the regional food network.
- Food production is sustainable and equitable with access to healthy foods.



## ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

**Trails drive the economics of the city and attract new businesses.**

- The city establishes a goal of maintaining a half-acre of park space for each person in the Keene.
- There is a focus on the development of neighborhood parks and recreation opportunities.
- Housing types are varied and sustainably built.

### 2025 Headline News

**"CITY OF KEENE ADOPTS A ½ ACRE PER PERSON GREENSPACE INITIATIVE"**



### 2030 Headline News

**"LOCAL NFP CUTS RIBBON FOR MIXED-USE/MIXED-INCOME, NET ZERO, 120-UNIT HOUSING DEVELOPMENT DOWNTOWN"**



### 2035 Headline News

**"CHESHIRE COUNTY LAUNCHES A CLIMATE CONSCIOUS, AFFORDABLE TRANSPORTATION SYSTEM."**





## 7.3 | SCENARIO C: THOUGHTFUL COMMUNITY-BASED INNOVATIONS

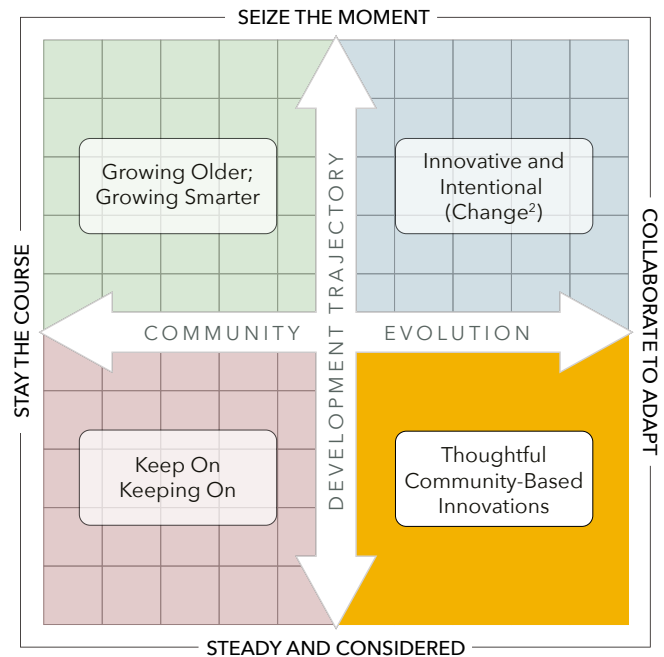
The 'Thoughtful Community-Based Innovations' scenario conveys a future where there is a growing tension between the community's focus on collaboration to adapt to changing conditions and its development trajectory focus on 'tried and tested' solutions that are conscious of cost and disruptions.

This scenario forecasts a future where the community strives to create deeply collaborative and inclusive approaches to local issues while at the same time applying a steady and considered approach to development in the city.

Keene establishes itself as a welcoming place with a diversity of restaurants and shops. Immigrants are drawn to the community and add to the richness of the community fabric. There is a strong focus on collaboration with Keene State College to establish internships that connect students with local workforce development, as well as life-long learning opportunities for older residents. Industry growth areas include the bio-sciences, renewable energies and local food production. Limited investment in infrastructure support of these new areas hinders business attraction efforts and innovation. Old buildings are repurposed with an eye to cost instead of environmental sustainability. Development is market-driven causing housing availability to remain constrained. Over time, Keene stagnates as it tries to compete in the region.

### SCENARIO SNAPSHOT

- The community builds on its history of collaboration to form new partnerships and alliances especially in the areas of education and local food production
- There is a strong focus on new areas such as the bio-sciences, renewable energies and local food systems
- Investment in infrastructure is measured and cost-conscious causing lost opportunities to attract new business and industry
- Market forces are allowed to dictate decision-making
- Housing availability remains constrained



# SCENARIO C CHARACTERISTICS: 'THOUGHTFUL COMMUNITY-BASED INNOVATIONS' - 2040

The characteristics of this scenario convey a future where the community builds on its history of collaboration to form new partnerships and workplace solutions. Market forces are allowed to guide decision-making with respect to development. Lack of investment in new infrastructure causes the community to miss out on opportunities to attract industry and businesses that require housing options and smart technologies.

In the 'Thoughtful Community-Based Innovations' scenario, the community seeks to actively explore ways to collaborate to find local solutions but limited infrastructure development causes lost opportunities from outside investment.

## COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

The community builds on its history of collaboration and develops new partnerships.

- The marketplace brings a new diversity of restaurants and shops.
- Keene continues to welcome new immigrants to the community.
- New educational partnerships bring internships to high school students and inter-generational collaborations at Keene State College.

## ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

Keene leads Cheshire County in workforce development and laws that promote inclusivity.

- The city's development approach includes repurposing of old buildings.
- Keene becomes the hub of the agrarian region by welcoming new growers and collaborations.
- A focus on market-led forces causes missed opportunities to compete in the region.

## ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

Climate change initiatives remain a focus and Keene becomes a tree city.

- The community continues to value open spaces and rural areas.
- The city seeks to preserve pollinators and bird habitats.
- Landlord tensions arise as the need for affordable housing conflicts with prevalence of Air BNB units.

**2025 Headline News**  
 "KEENE STATE COLLEGE ADOPTS INTERNSHIP MODEL TO ENCOURAGE MORE INVOLVEMENT IN KEENE"



**2030 Headline News**  
 "FLOOD WASHES OUT 50 HOMES"



**2040 Headline News**  
 "KEENE CHOSEN #1 IN NEW HAMPSHIRE AS AARP LIVABLE COMMUNITY"







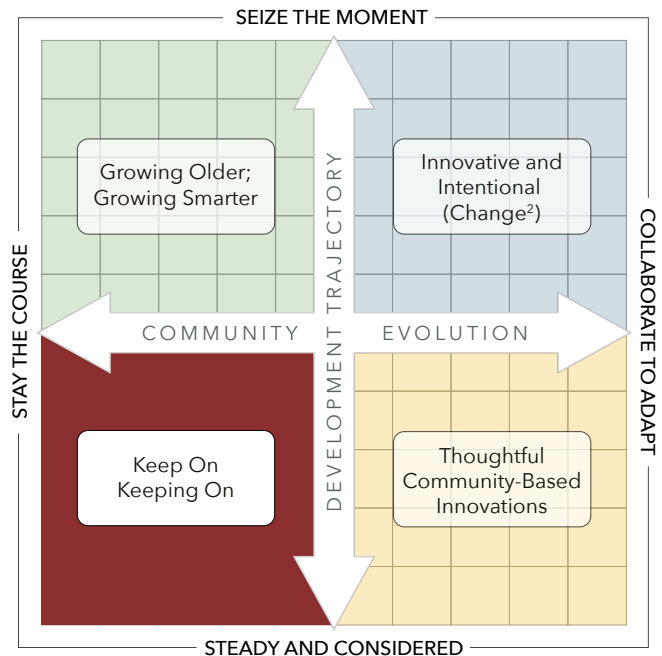
The 'Keep On Keeping On' scenario conveys a future where the community evolution and development trajectory follow similar and familiar patterns. The community's resistance to change prevents it from adapting to macro trends and it loses its competitive edge in the region.

## 7.4 | SCENARIO D: KEEP ON KEEPING ON

**This scenario forecasts a future where the community stays the course in its strong support for traditional amenities and services and its overall approach to development is steady and considered.**

The city maintains its green space and rural character. Development in Keene is market-driven and investment is in traditional infrastructure. This places a downward economic pressure on businesses or diversity of businesses. Companies requiring cutting edge technologies and smart infrastructure are discouraged from locating in Keene. Transportation remains car-centric and more parking spaces are required. The city does not take a regional collaborative approach to connectivity and increasingly becomes isolated. Little is done to build climate resiliency and the area is subject to increased climate and storm impacts. Keene becomes time capsule of traditional values and an attractive retirement community. An aging population places higher stress on healthcare services and capacity. Young families and workers are not attracted to the city and the school population declines.

- ### SCENARIO SNAPSHOT
- Development approach is focused on 'tried and tested' solutions with carefully considered infrastructure investment
  - There is a lack of regional and collaborative approach
  - Transportation options and mobility are limited
  - Traditional values predominate and the area becomes attractive to retirees
  - There is a lack of affordable housing and housing options
  - An aging population increase healthcare needs in the area



# SCENARIO D CHARACTERISTICS: 'KEEP ON KEEPING ON' - 2040

In the 'Keep On Keeping On' scenario, the community continues to do things the way things have always been done. Lack of investment in new technologies and amenities does not attract young workers to the area and the population ages and gradually declines over time.

The characteristics of this scenario convey a future where the focus is on sustaining the existing community fabric and experiences and development is market-led. Infrastructure investment is cost conscious and considered. Housing affordability worsens and housing expansion is forced to take place outside of the city limits.

## COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

The community becomes a time capsule of traditional values and amenities.

- The population of Keene ages and the city becomes an attractive retirement locale.
- Lack of capital funding places added stress on the healthcare system.
- There is a rise in multigenerational households especially with ADUs and cottage housing.

## ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

The gap between new technology in mobility and infrastructure widens.

- The city remains limited in public transportation and access to mobility.
- Employment becomes more service-based with an aging demographic.
- Housing stock in Keene deteriorates with lower investment and housing expansion takes place outside of Keene.

## ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

Keene remains car-centric and 'landlocked' with lack of public transport or trains.

- Recreational opportunities and green space remain the same.
- More parking spaces are needed as reliance on cars increases.
- Agricultural use will remain steady and rural quality will stay outside of Keene.

### 2025 Headline News

"ALTERNATIVE HOUSING MADE FROM VACATED BUSINESSES"



### 2030 Headline News

"KEENE PLANTS ITS 2,000<sup>TH</sup> STREET TREE"



### 2035 Headline News

"KEENE JOINS NATIONAL LIST OF TOP RETIREMENT DESTINATIONS"



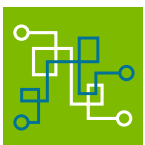
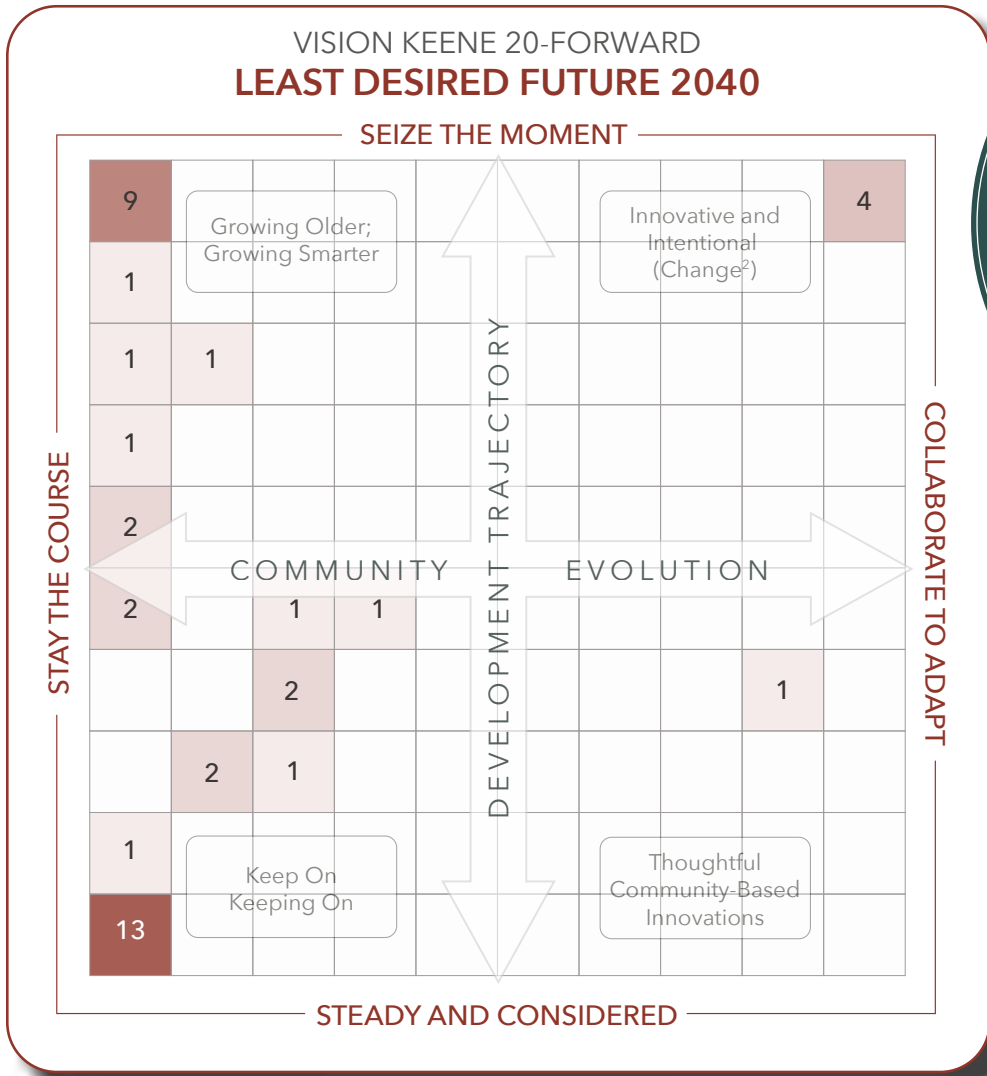
# 8.0 | LEAST DESIRED, EXPECTED, AND PREFERRED FUTURES

## 8.1 | LEAST DESIRED FUTURE

The Least Desired Future is defined as ‘the future that you think will be the most undesirable (or least optimal or least desired) for the future of Keene. Most Think-Tank participants considered Scenario D, ‘Keep On Keeping On’ to be the Least Desired scenario for Keene, but a sizeable number of participants considered Scenario A, ‘Growing Older; Growing Smarter’ as Least Desired, and a few considered the extreme of Scenario B, ‘Innovative and Intentional (Change<sup>2</sup>)’ as Least Desired.

The least desired future is one where community members and stakeholders have said, ‘We don’t want that.’ This provides leadership a mandate to change the trajectory of the community to avoid this scenario.

“Most people in Keene are not engaged in what’s happening and therefore are uninformed about the rationale behind major decisions. Be transparent - share the rationales, be communicative when needing to shift direction, simplify language so anyone can understand what’s happening and how the City is being held accountable to their stated goals.”  
-Vision Keene Community Survey Respondent

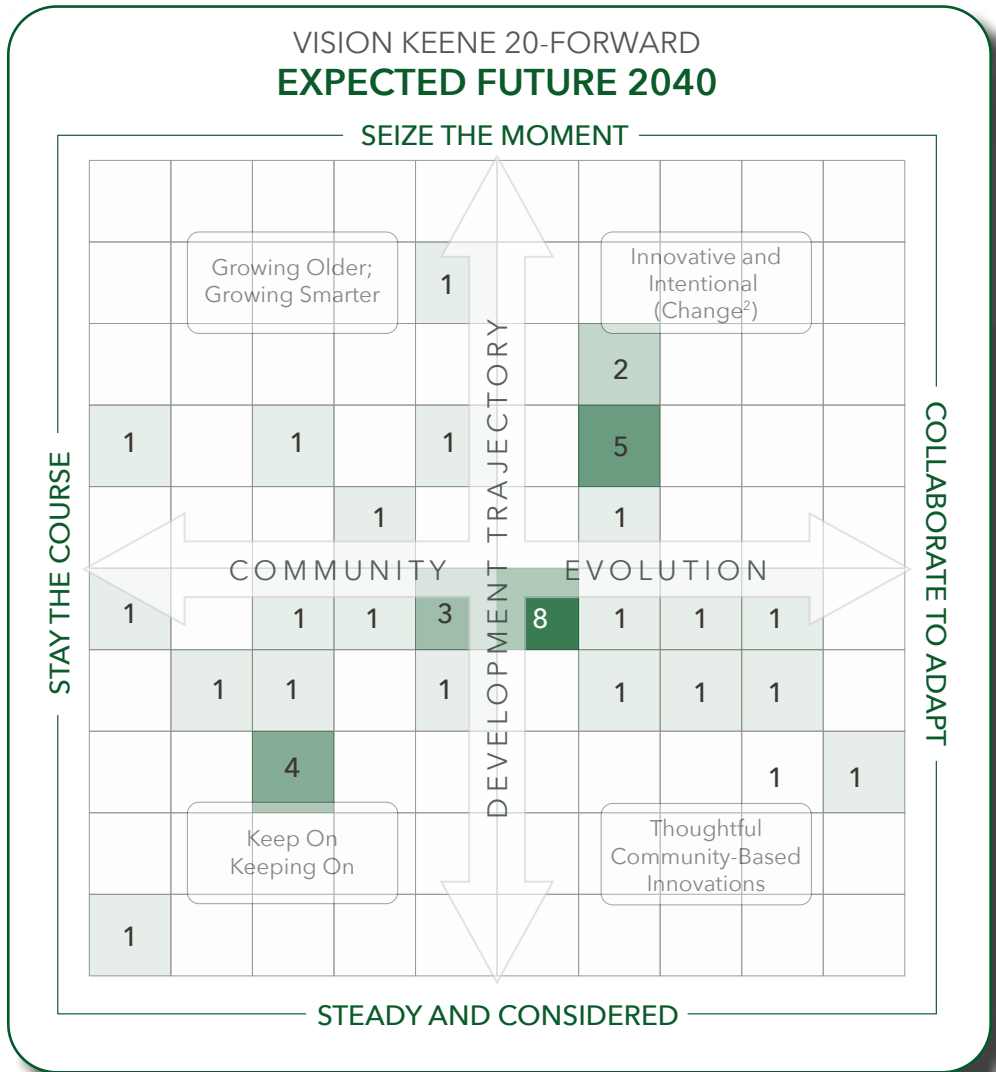


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- Some Think-Tank participants hold polar opposite views on the development trajectory for the city. This will require transparent and consistent dialogue between the city and community members to promote understanding of policies and development initiatives.
- The corners of the scenario matrix quadrants indicate the extreme versions of the scenarios.

# 8.2 | EXPECTED FUTURE

The expected future is one deemed most likely to happen if there is no change in the current trajectory of Keene. Most participants believed that Scenario C, “Thoughtful Community-Based Innovations ’ or Scenario D, “Keep On Keeping On”, were the scenarios that represented the expected future for Keene. To a lesser extent, some participants thought Scenario B, ‘Innovative and Intentional (Change<sup>2</sup>),’ and Scenario A, ‘Growing Older; Growing Smarter,’ could also be possible expected futures.

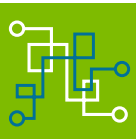


**The Expected Future represents the future that is most likely to happen if the community does nothing to change direction or trajectory.**

*“The city is beautiful, but contained. I love all of the natural beauty that thrives in and round the city. Please, please keep it in tact!!! It is perfect ...just the right size, great opportunities to do so many different things, so many self-made people. This is an amazing place!”*

-Vision Keene Community Survey Respondent

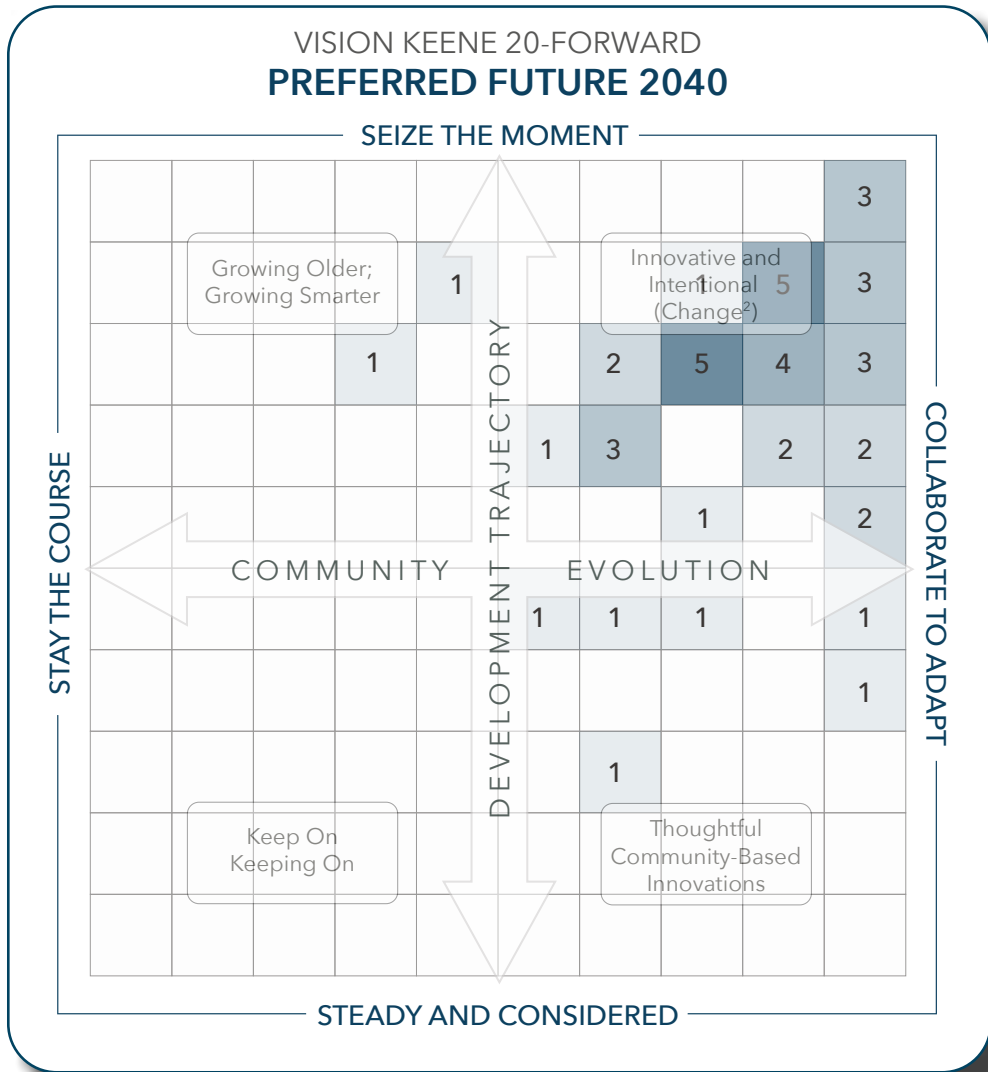




- The majority of responses are clustered around the middle of the scenario axis indicating that most participants expect the city will continue on as it has been with gradual changes.
- The expected future represents a middle ground future. This outcome would be adequate for the city, with moderate progress and not too much change.

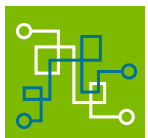
# 8.3 | PREFERRED FUTURE

Think-Tank participants expressed an overwhelming preference for Scenario B, 'Innovative and Intentional (Change<sup>2</sup>)' as the Preferred Future for Keene in 2040. Think-Tank participants discussed the consequences of inaction and the need to take decisive action NOW to redirect the region's trajectory over the next 10-15 years. There was a sincere desire by participants to build on and leverage the city's existing 'secret sauce' – that of community collaboration and goodwill - to tell the story of Keene more proactively and intentionally.



Getting to the preferred future requires collaboration, alignment of vision and strong leadership. Think-Tank participants showed a clear desire for change and a willingness to work together to achieve the preferred future for Keene.

*"We are at a rare opportunity to change the trajectory of the future here. This is our time to really develop this city and this region into something fabulous!"*  
 -Vision Keene Community Survey Respondent



FutureInsight

- The concentration of color in Scenario B, 'Innovative and Intentional (Change<sup>2</sup>)', indicates a close alignment of thinking among Think-Tank participants, and a significant appetite for change.
- Arriving at a point of consensus among stakeholders about the preferred future is very important to the visioning process as it provides a sense of cohesion, agreement, and balanced solutions going forward.





## 9.0 | NEXT STEPS IN THE PLANNING PROCESS

Following the Think-Tank, this Think-Tank Report was written and published for distribution. The project will then move on to the “Plan and Report” step of Phase 1: Community Vision and Community Snapshot.

Please stay connected to the Vision Keene 20-Forward Comprehensive Master Plan project at [keenemasterplan.com](http://keenemasterplan.com).

### VISION KEENE 20-FORWARD

City of Keene, New Hampshire **Comprehensive Master Planning Process**  
Phase 1: Community Vision and Community Snapshot



- June 18-21, 2024 – Five public and two organizational (Rotary and Kiwanis) Community Visioning Sessions will be held to explore and validate the preferred vision for Keene.
- Summer, 2024 - Additional Community Visioning Sessions
- August, 2024 – CMP Steering Committee Roundtable to establish strategic pillars of the Community Vision.
- August – September, 2024 – Draft and finalize Vision Keene 20-Forward Community Vision Report.
- October 5, 2024 – Future Summit to transition from Phase 1 to Phase 2 of the comprehensive master planning process.





## ➤ 10.0 | ACKNOWLEDGEMENTS

The Vision Keene 20-Forward Comprehensive Master Plan Steering Committee was formed to help guide this project. These dedicated individuals meet monthly to guide the consultant teams and participated in the Think-Tank Workshop. We would like to acknowledge the Steering Committee members.

### STEERING COMMITTEE MEMBERS

<b>Juliana Bergeron</b>	<b>Emily Lavigne-Bernier</b>	<b>Joe Perras</b>	<b>Elizabeth Wood</b>	<b>Jay Kahn</b> Keene Mayor
<b>Harold Farrington</b> Chair	<b>Josh Meehan</b>	<b>Mike Remy</b> Keene City Council	<b>Catt Workman</b> Keene City Council	<i>Alternate</i>
<b>Alex Henkel</b> Vice-Chair	<b>Cody Morrison</b>	<b>Sparky Von Plinsky</b>	<b>Phil Jones</b> Keene City Council	<b>Ken Kost</b> <i>Alternate</i>
	<b>Leatrice Oram</b>	<b>Joe Walier</b>	<i>Alternate</i>	

Additionally, our appreciation is extended to the Keene City Council and city staff, in particular to Mari Brunner, Jesse Rounds, Evan Clements, and Rebecca Landry who meet on a weekly basis with the project team and provide the local expertise that helps guide this project. Their time and dedication are greatly appreciated.

Community members have engaged in this visioning process with great enthusiasm. Sixty-one (61) people attended one or both of the Think-Tank Workshops. Their passion and interest have ensured discussions are open, thoughtful, and reflective of the myriad of perspectives that exist within Keene. This dedication is also reflective of the deep commitment participants have to the future of the city.

### THINK-TANK PARTICIPANTS

Katherine Baer	John Cronin	Gary Flaherty	Medard Kocczynski	Ted McGreer	Judith Putnam	Elizabeth Wood
Lou-Anne Beauregard	Christa Daniels	Steve Fortier	Ken Kost	Deirdre McPartlin	Chuck Redfern	Catherine Workman
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Ritu Budakoti	Michelle DellaVita	Steven Gyory	Gordon Leversee	Chuda Mishra	Kim Schmidl-Gagne	Jim Putnam
Marney Buss	Gina De Santis	Eric Hansmeier	Emily Levigne-Bernier	Vicky Morton	Jennifer Sizoo	Ken Swymer
Michelle Chalice	Elizabeth Dragon	Sarah Harpster	Karen Lyle	Carolyn Most	Pam Russell Slack	Hunter Rivera
Wyatt Chilcoat	Harold Farrington	Alex Henkel	Sally Malay	Jim Murphy	Michael Terhar	Ann Savastano
Eloise Clark	Sam Jackson	Sam Jackson	Robert Malay	Leatrice Oram	Keith Thibault	Jenna Carroll
Kathy Collinworth	Jacob Favolise	Jay Kahn	Janis Manwaring	Lucas Paris	Jason Washer	Cera Terhar
Michael Conway	Mary Finn	Mary Ann Kristiansen	Sylvia McBeth	Dominic Perkins	Roger Weinreich	Jessica Gelter
	Merrick Finn			Alexa Plewa		Jonathan Baer





## ➤ 11.0 | FOR MORE INFORMATION

For more information on the Vision Keene 20-Forward comprehensive master planning project, please contact:



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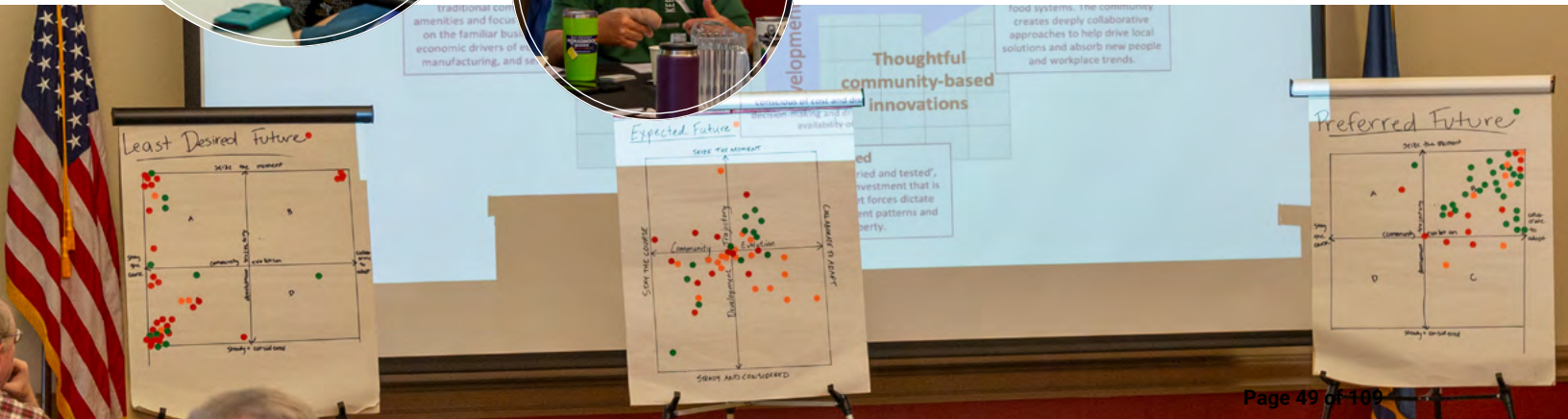


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Please stay connected to the Vision Keene 20-Forward Comprehensive Master Plan project at:

[keenemasterplan.com](http://keenemasterplan.com)



# 12.0 | CONSULTING TEAM – ABOUT FUTURE IQ, JS&A, AND WGI

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit [www.future-iq.com](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com).

For this project, Future iQ has partnered with the economic development and planning firm of Jon Stover & Associates (JS&A), and the planning firm of WGI. To learn more about JS&A, visit [www.stoverandassociates.com](http://www.stoverandassociates.com). To learn more about WGI, visit [www.wgi.com](http://www.wgi.com).



**DAVID BEURLE**



**HEATHER BRANIGIN**



**WALTER R. PAIXÃO-CÔRTE**



**BRITTANY REMPE**



**LESLIE GRAY**



**JON STOVER**



**COURTNEY POWELL**



**ANDREW CROZIER**





VISION KEENE 20-FORWARD

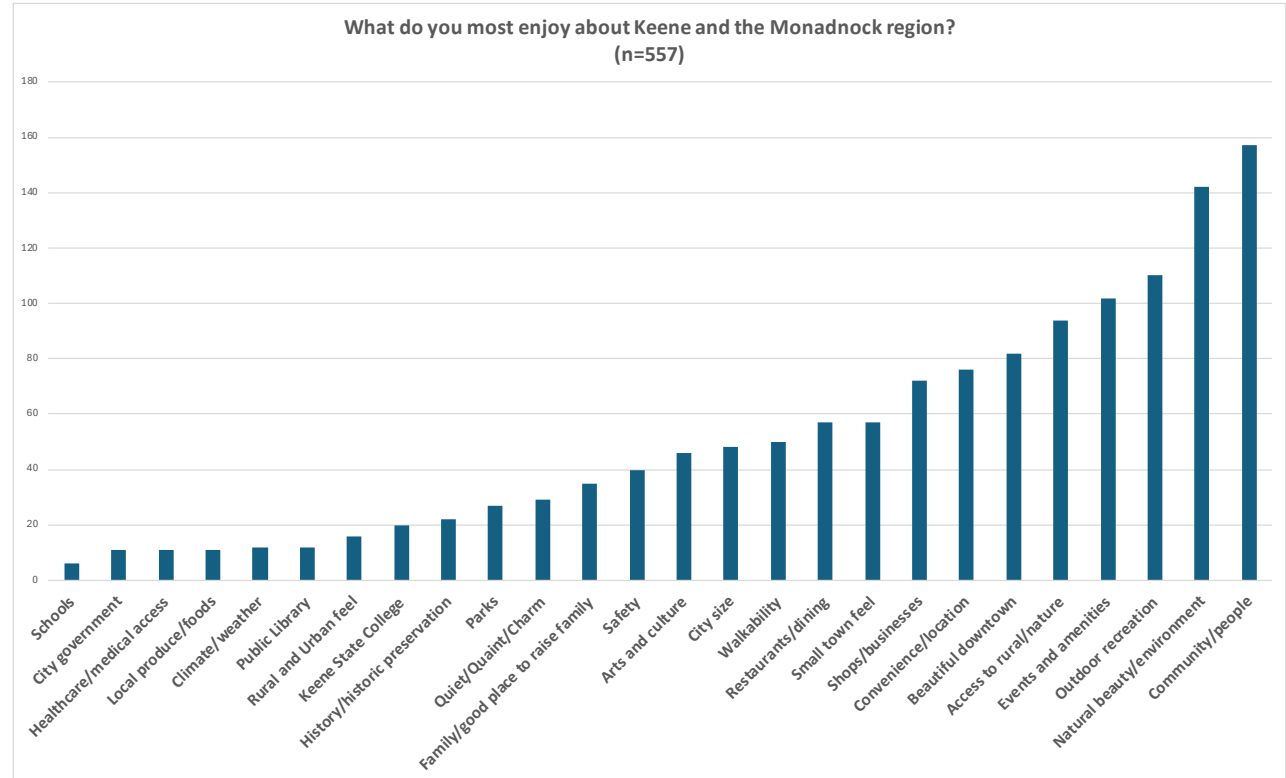
# THINK-TANK REPORT

NEW HAMPSHIRE, USA

JUNE 2024

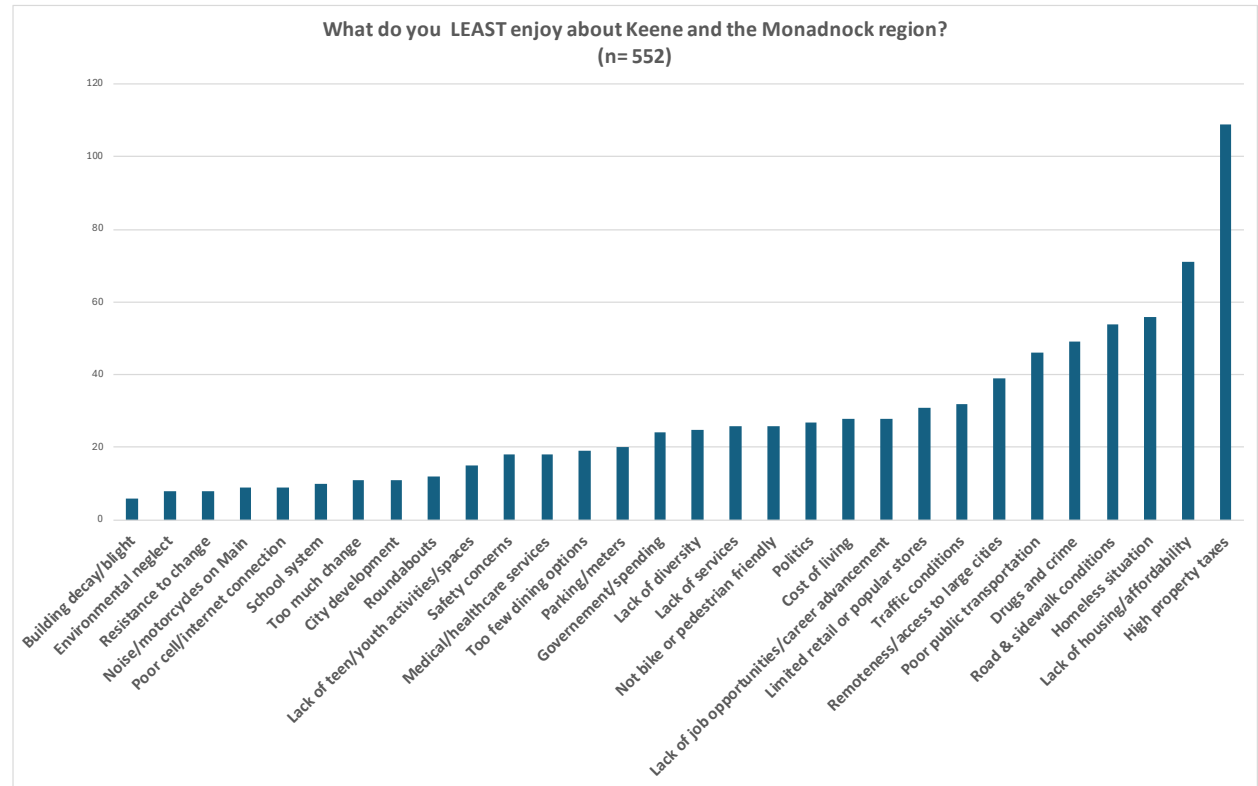
**Enjoy MOST about the Keene and Monadnock region**

Schools	6
City government	11
Healthcare/medical access	11
Local produce/foods	11
Climate/weather	12
Public Library	12
Rural and Urban feel	16
Keene State College	20
History/historic preservation	22
Parks	27
Quiet/Quaint/Charm	29
Family/good place to raise family	35
Safety	40
Arts and culture	46
City size	48
Walkability	50
Restaurants/dining	57
Small town feel	57
Shops/businesses	72
Convenience/location	76
Beautiful downtown	82
Access to rural/nature	94
Events and amenities	102
Outdoor recreation	110
Natural beauty/environment	142
Community/people	157



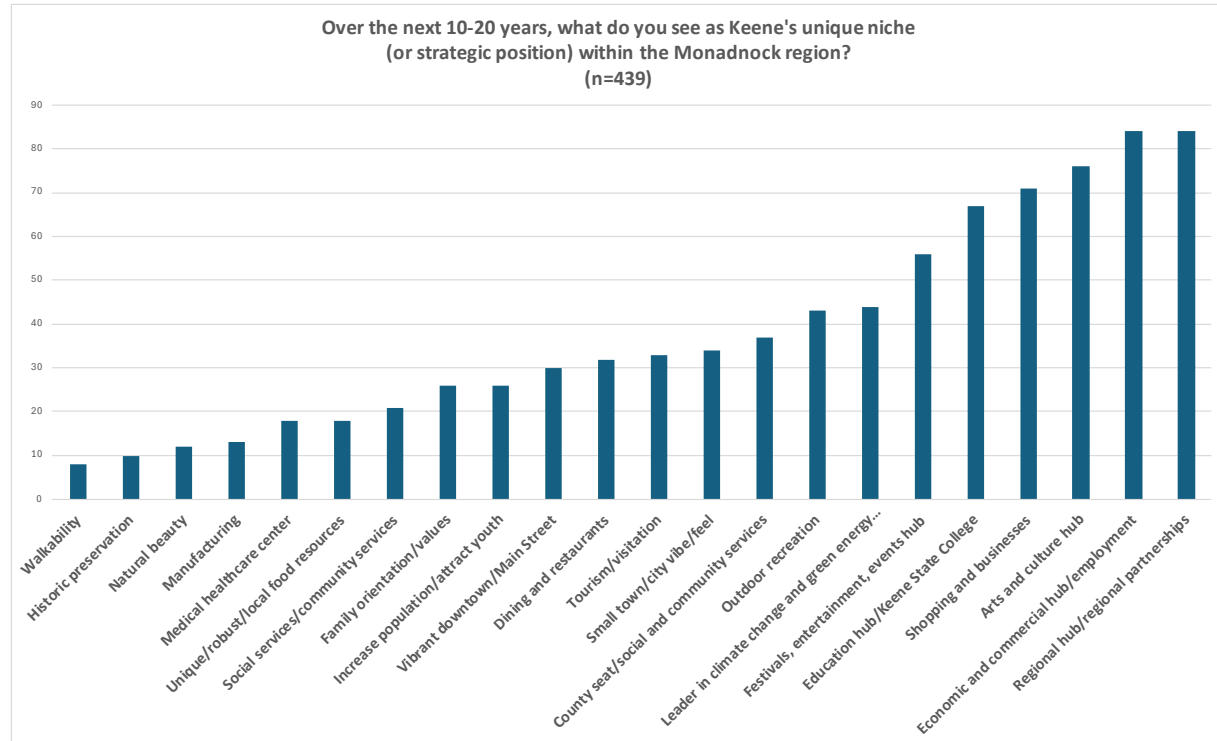
**LEAST enjoy about Keene and the Monadnock region**

Building decay/blight	6
Environmental neglect	8
Resistance to change	8
Noise/motorcycles on Main	9
Poor cell/internet connection	9
School system	10
Too much change	11
City development	11
Roundabouts	12
Lack of teen/youth activities/spaces	15
Safety concerns	18
Medical/healthcare services	18
Too few dining options	19
Parking/meters	20
Government/spending	24
Lack of diversity	25
Lack of services	26
Not bike or pedestrian friendly	26
Politics	27
Cost of living	28
Lack of job opportunities/career advancement	28
Limited retail or popular stores	31
Traffic conditions	32
Remoteness/access to large cities	39
Poor public transportation	46
Drugs and crime	49
Road & sidewalk conditions	54
Homeless situation	56
Lack of housing/affordability	71
High property taxes	109



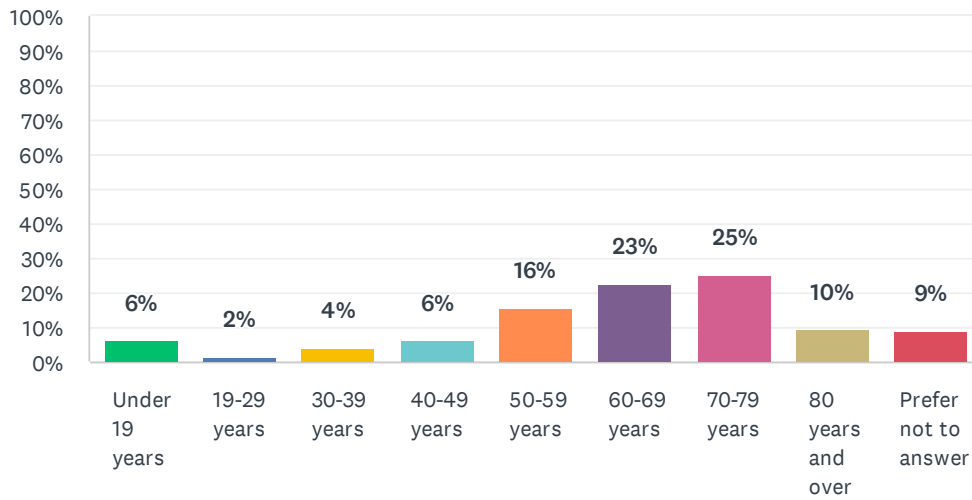
**Keene's unique niche within the Monadnock region in 10-20 years**

Walkability	8
Historic preservation	10
Natural beauty	12
Manufacturing	13
Medical healthcare center	18
Unique/robust/local food resources	18
Social services/community services	21
Family orientation/values	26
Increase population/attract youth	26
Vibrant downtown/Main Street	30
Dining and restaurants	32
Tourism/visitation	33
Small town/city vibe/feel	34
County seat/social and community services	37
Outdoor recreation	43
Leader in climate change and green energy initiatives/conservation/sustainability/renewables	44
Festivals, entertainment, events hub	56
Education hub/Keene State College	67
Shopping and businesses	71
Arts and culture hub	76
Economic and commercial hub/employment	84
Regional hub/regional partnerships	84



### Q3 What is your age grouping?

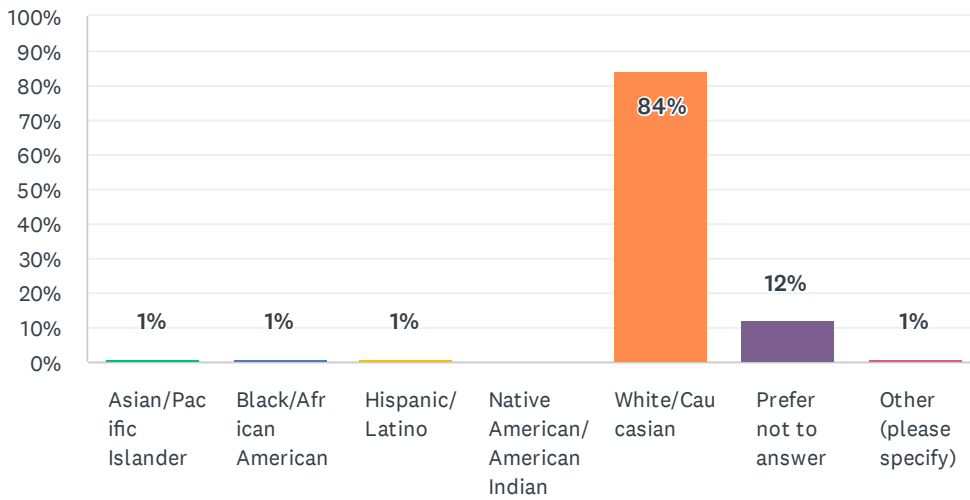
Answered: 115 Skipped: 45



ANSWER CHOICES	RESPONSES	
Under 19 years	6%	7
19-29 years	2%	2
30-39 years	4%	5
40-49 years	6%	7
50-59 years	16%	18
60-69 years	23%	26
70-79 years	25%	29
80 years and over	10%	11
Prefer not to answer	9%	10
<b>TOTAL</b>		<b>115</b>

### Q4 How would you best describe yourself? (Please select all that apply.)

Answered: 114 Skipped: 46



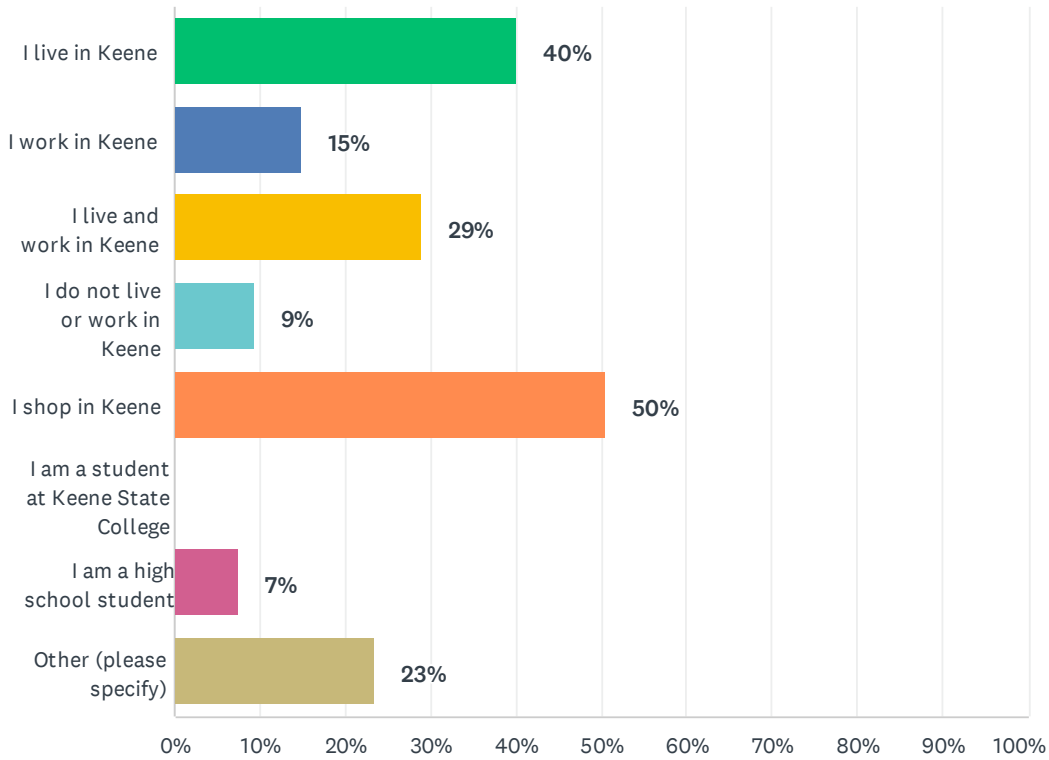
ANSWER CHOICES	RESPONSES	
Asian/Pacific Islander	1%	1
Black/African American	1%	1
Hispanic/Latino	1%	1
Native American/American Indian	0%	0
White/Caucasian	84%	96
Prefer not to answer	12%	14
Other (please specify)	1%	1
Total Respondents: 114		

#	OTHER (PLEASE SPECIFY)	DATE
1	French/Irish/Scots	6/27/2024 11:16 AM



### Q5 What is your relationship to Keene? (Please check all that apply.)

Answered: 107 Skipped: 53



ANSWER CHOICES	RESPONSES	
I live in Keene	40%	43
I work in Keene	15%	16
I live and work in Keene	29%	31
I do not live or work in Keene	9%	10
I shop in Keene	50%	54
I am a student at Keene State College	0%	0
I am a high school student	7%	8
Other (please specify)	23%	25
Total Respondents: 107		

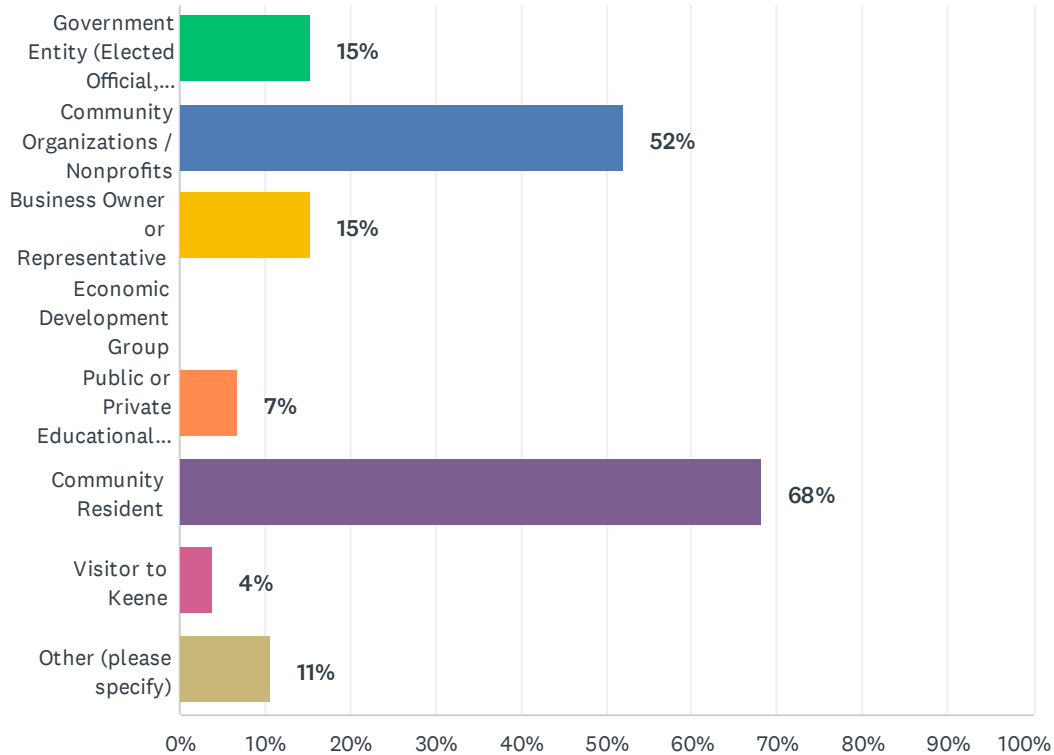
#	OTHER (PLEASE SPECIFY)	DATE
1	Volunteer in Keene	7/16/2024 9:25 AM
2	Swanzey (basically suburb of Keene)	7/16/2024 9:21 AM
3	Native	7/16/2024 9:15 AM
4	Retired	7/16/2024 9:11 AM

## Vision Keene Heatmap Survey

5	Retired from work in Keene	6/27/2024 11:32 AM
6	work remotely for out of state company	6/27/2024 11:20 AM
7	Teach at KSC	6/27/2024 11:18 AM
8	Retired nurse & bike mechanic	6/27/2024 11:16 AM
9	Retired - live outside of Keene	6/27/2024 9:59 AM
10	Retired keene native in Surry	6/27/2024 9:57 AM
11	Keene is a cultural hub; shop, restaurants, entertainment	6/27/2024 9:46 AM
12	Live 15 mins from Keene, Marlborough, NH	6/27/2024 9:44 AM
13	I own a business in Keene/ I play in Keene	6/27/2024 9:38 AM
14	My family has lived here and owned businesses for generations.	6/27/2024 9:37 AM
15	Retired, Play, Cultural Activities	6/27/2024 9:35 AM
16	Retired	6/27/2024 9:32 AM
17	In the house I grew up in.	6/27/2024 9:30 AM
18	Retired after 48 years in the area.	6/27/2024 8:48 AM
19	Retired to Keene	6/27/2024 8:44 AM
20	Retired after working in legal community over 40 years.	6/27/2024 8:19 AM
21	Worked in Keene 35 years. Live outside of Keene - Walpole	6/27/2024 8:13 AM
22	I have a business in Keene	6/27/2024 8:02 AM
23	work from home for an out of state employer	6/27/2024 7:55 AM
24	Retired	6/27/2024 7:25 AM
25	Work remotely	6/27/2024 7:17 AM

## Q6 Which stakeholder group are you affiliated with in Keene? (Please check all that apply.)

Answered: 104 Skipped: 56



ANSWER CHOICES	RESPONSES	
Government Entity (Elected Official, Staff, Boards/Commissions)	15%	16
Community Organizations / Nonprofits	52%	54
Business Owner or Representative	15%	16
Economic Development Group	0%	0
Public or Private Educational Institutions	7%	7
Community Resident	68%	71
Visitor to Keene	4%	4
Other (please specify)	11%	11
Total Respondents: 104		

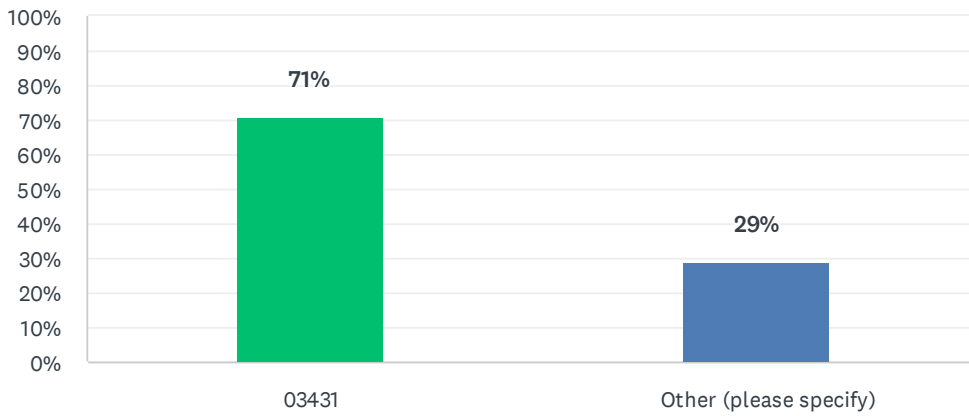
#	OTHER (PLEASE SPECIFY)	DATE
1	Public high school	6/28/2024 3:16 PM
2	Public high school	6/28/2024 3:14 PM
3	High school (public)	6/28/2024 3:06 PM

## Vision Keene Heatmap Survey

4	citizen	6/27/2024 11:37 AM
5	Housing developer	6/27/2024 11:18 AM
6	Bike coop	6/27/2024 11:16 AM
7	Retired - use all facilities in Keene	6/27/2024 9:59 AM
8	Chief Operating Officer, Cheshire Medical Center	6/27/2024 9:44 AM
9	Community activist	6/27/2024 9:35 AM
10	Covenant Living	6/27/2024 8:44 AM
11	Hannah Grimes	6/27/2024 8:27 AM

## Q7 What zip code do you live in?

Answered: 104 Skipped: 56



ANSWER CHOICES	RESPONSES
03431	71% 74
Other (please specify)	29% 30
TOTAL	104

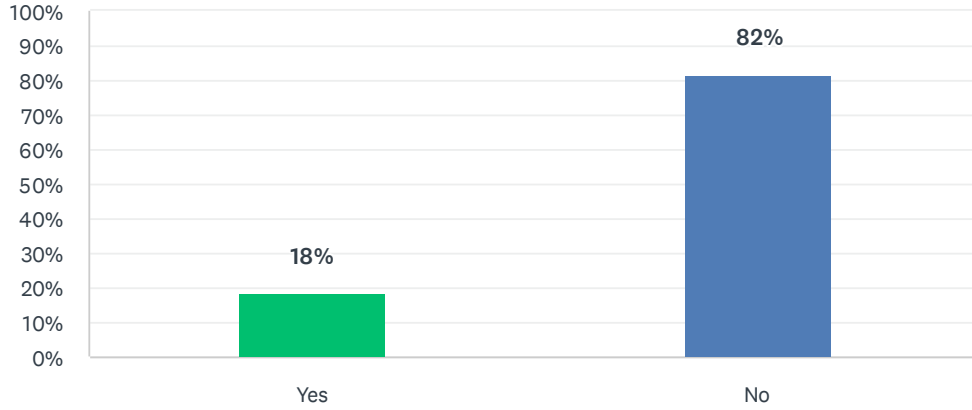
#	OTHER (PLEASE SPECIFY)	DATE
1	n/a	7/16/2024 9:35 AM
2	03447	7/16/2024 9:27 AM
3	03602	7/16/2024 9:25 AM
4	03446	7/16/2024 9:23 AM
5	03446	7/16/2024 9:21 AM
6	03446	7/16/2024 9:11 AM
7	Spofford	6/28/2024 3:14 PM
8	03470	6/28/2024 3:04 PM
9	03467	6/27/2024 11:18 AM
10	03446	6/27/2024 11:10 AM
11	03457	6/27/2024 9:59 AM
12	03446	6/27/2024 9:55 AM
13	03446	6/27/2024 9:52 AM
14	03608	6/27/2024 9:47 AM
15	03457	6/27/2024 9:46 AM
16	03455	6/27/2024 9:44 AM
17	03467	6/27/2024 9:41 AM
18	03462	6/27/2024 9:35 AM
19	03446	6/27/2024 9:26 AM

# Vision Keene Heatmap Survey

20	03452	6/27/2024 8:57 AM
21	blank	6/27/2024 8:52 AM
22	03457	6/27/2024 8:48 AM
23	Swanzy 03231	6/27/2024 8:41 AM
24	0334	6/27/2024 8:27 AM
25	03446	6/27/2024 8:25 AM
26	03446	6/27/2024 8:23 AM
27	03608	6/27/2024 8:13 AM
28	03608	6/27/2024 8:10 AM
29	03462	6/27/2024 8:02 AM
30	03470	6/27/2024 7:50 AM

## Q8 Were you involved in Keene's 2010 Comprehensive Master Plan project?

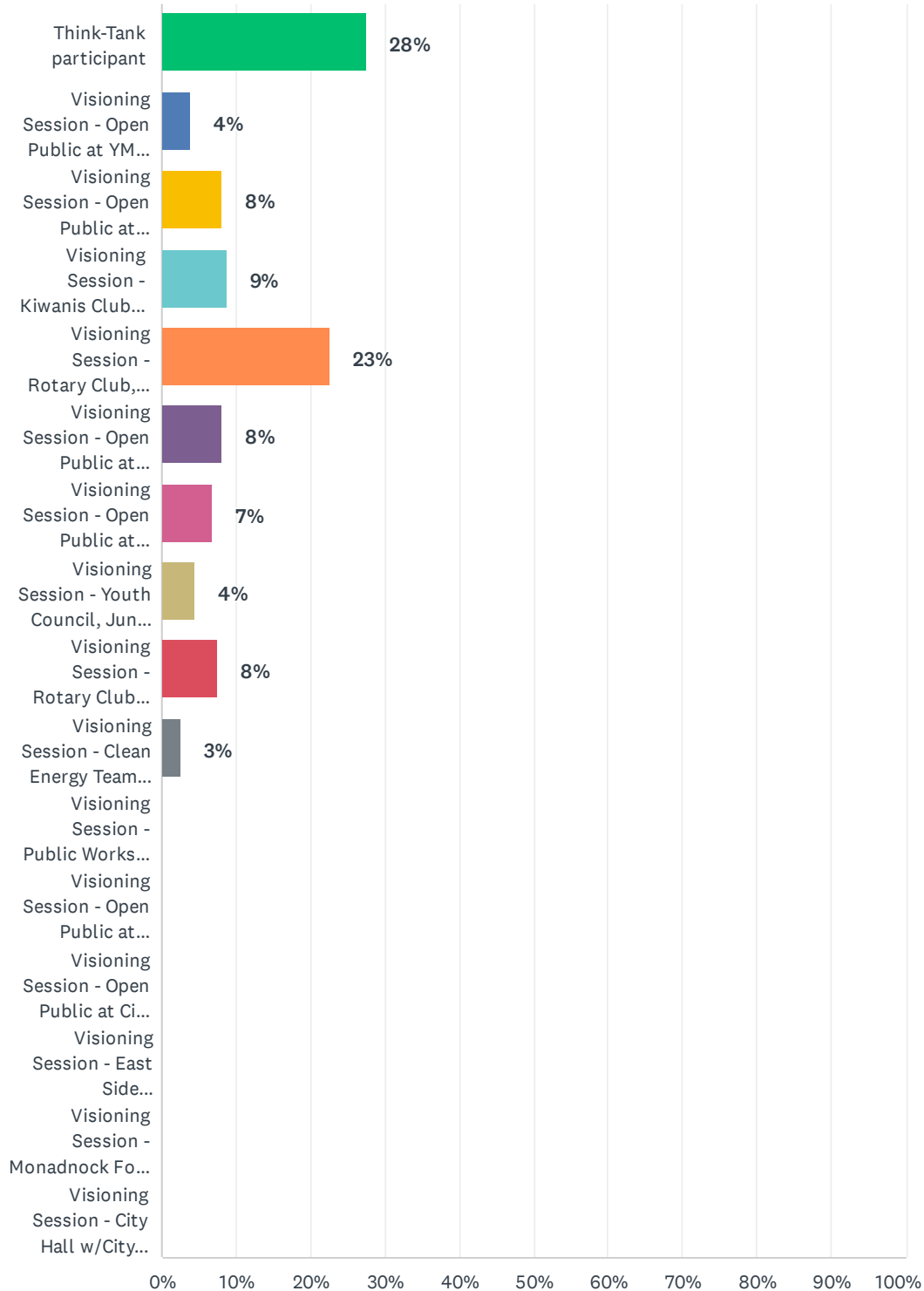
Answered: 103 Skipped: 57



ANSWER CHOICES	RESPONSES	
Yes	18%	19
No	82%	84
TOTAL		103

## Q9 How did you participate in the Vision Keene 20-Forward visioning process?

Answered: 160 Skipped: 0





## Vision Keene Heatmap Survey

ANSWER CHOICES	RESPONSES	
Think-Tank participant	28%	44
Visioning Session - Open Public at YMCA, June 18	4%	6
Visioning Session - Open Public at Senior Center, June 18	8%	13
Visioning Session - Kiwanis Club, June 19	9%	14
Visioning Session - Rotary Club, June 20	23%	36
Visioning Session - Open Public at Library, June 20	8%	13
Visioning Session - Open Public at Library, June 21	7%	11
Visioning Session - Youth Council, June 26	4%	7
Visioning Session - Rotary Club (noon) - July 15	8%	12
Visioning Session - Clean Energy Team Group - July 25	3%	4
Visioning Session - Public Works Dept - Aug 5	0%	0
Visioning Session - Open Public at United Church of Christ - Aug 5	0%	0
Visioning Session - Open Public at City Hall - Aug 5	0%	0
Visioning Session - East Side Neighborhood - Aug 5	0%	0
Visioning Session - Monadnock Food Co-op - Aug 6	0%	0
Visioning Session - City Hall w/City Staff - Aug 6	0%	0
<b>TOTAL</b>		<b>160</b>

## Q10 Expected Future

Answered: 142 Skipped: 18

ANSWER CHOICES	RESPONSES	
X Axis Value (Horizontal)	100.00%	142
Y Axis Value (Vertical)	100.00%	142

#	X AXIS VALUE (HORIZONTAL)	DATE
1	8	7/26/2024 9:38 AM
2	8	7/26/2024 9:37 AM
3	4	7/26/2024 9:35 AM
4	5	7/26/2024 9:33 AM
5	6	7/16/2024 9:39 AM
6	5	7/16/2024 9:38 AM
7	4	7/16/2024 9:33 AM
8	4	7/16/2024 9:32 AM
9	7	7/16/2024 9:29 AM
10	7	7/16/2024 9:28 AM
11	5	7/16/2024 9:26 AM
12	3	7/16/2024 9:23 AM
13	3	7/16/2024 9:22 AM
14	5	7/16/2024 9:16 AM
15	6	7/16/2024 9:14 AM
16	3	7/16/2024 9:12 AM
17	3	6/28/2024 3:19 PM
18	7	6/28/2024 3:16 PM
19	7	6/28/2024 3:15 PM
20	7	6/28/2024 3:11 PM
21	7	6/28/2024 3:07 PM
22	5	6/28/2024 3:05 PM
23	8	6/28/2024 3:03 PM
24	4	6/27/2024 11:38 AM
25	6	6/27/2024 11:36 AM
26	5	6/27/2024 11:35 AM
27	6	6/27/2024 11:34 AM
28	6	6/27/2024 11:33 AM
29	7	6/27/2024 11:31 AM

## Vision Keene Heatmap Survey

30	7	6/27/2024 11:30 AM
31	4	6/27/2024 11:29 AM
32	4	6/27/2024 11:28 AM
33	5	6/27/2024 11:27 AM
34	3	6/27/2024 11:25 AM
35	8	6/27/2024 11:23 AM
36	9	6/27/2024 11:21 AM
37	4	6/27/2024 11:20 AM
38	1	6/27/2024 11:18 AM
39	7	6/27/2024 11:17 AM
40	7	6/27/2024 11:14 AM
41	6	6/27/2024 11:13 AM
42	3	6/27/2024 11:11 AM
43	5	6/27/2024 11:10 AM
44	4	6/27/2024 11:09 AM
45	4	6/27/2024 11:06 AM
46	8	6/27/2024 9:56 AM
47	1	6/27/2024 9:53 AM
48	9	6/27/2024 9:51 AM
49	5	6/27/2024 9:49 AM
50	7	6/27/2024 9:48 AM
51	9	6/27/2024 9:47 AM
52	7	6/27/2024 9:44 AM
53	2	6/27/2024 9:42 AM
54	2	6/27/2024 9:40 AM
55	4	6/27/2024 9:39 AM
56	5	6/27/2024 9:37 AM
57	6	6/27/2024 9:35 AM
58	9	6/27/2024 9:33 AM
59	4	6/27/2024 9:32 AM
60	8	6/27/2024 9:30 AM
61	6	6/27/2024 9:29 AM
62	10	6/27/2024 9:28 AM
63	3	6/27/2024 9:26 AM
64	9	6/27/2024 9:00 AM
65	8	6/27/2024 8:58 AM
66	7	6/27/2024 8:56 AM
67	1	6/27/2024 8:54 AM

## Vision Keene Heatmap Survey

68	8	6/27/2024 8:53 AM
69	7	6/27/2024 8:51 AM
70	4	6/27/2024 8:50 AM
71	9	6/27/2024 8:48 AM
72	3	6/27/2024 8:46 AM
73	7	6/27/2024 8:45 AM
74	6	6/27/2024 8:42 AM
75	8	6/27/2024 8:28 AM
76	8	6/27/2024 8:26 AM
77	8	6/27/2024 8:21 AM
78	7	6/27/2024 8:18 AM
79	9	6/27/2024 8:15 AM
80	8	6/27/2024 8:14 AM
81	3	6/27/2024 8:11 AM
82	8	6/27/2024 8:09 AM
83	8	6/27/2024 8:07 AM
84	3	6/27/2024 8:05 AM
85	8	6/27/2024 8:03 AM
86	1	6/27/2024 7:57 AM
87	9	6/27/2024 7:54 AM
88	3	6/27/2024 7:52 AM
89	8	6/27/2024 7:47 AM
90	5	6/27/2024 7:45 AM
91	8	6/27/2024 7:41 AM
92	2	6/27/2024 7:37 AM
93	7	6/27/2024 7:35 AM
94	5	6/27/2024 7:29 AM
95	3	6/27/2024 7:28 AM
96	3	6/27/2024 7:26 AM
97	1	6/27/2024 7:24 AM
98	5	6/27/2024 7:21 AM
99	1	6/27/2024 7:19 AM
100	8	6/21/2024 2:34 PM
101	1	6/21/2024 2:33 PM
102	5	6/21/2024 2:32 PM
103	5	6/21/2024 2:32 PM
104	4	6/21/2024 2:31 PM
105	6	6/21/2024 2:30 PM

## Vision Keene Heatmap Survey

106	5	6/21/2024 2:29 PM
107	3	6/21/2024 2:28 PM
108	3	6/21/2024 2:27 PM
109	3	6/21/2024 2:26 PM
110	1	6/21/2024 2:25 PM
111	6	6/21/2024 2:24 PM
112	3	6/21/2024 2:23 PM
113	6	6/21/2024 2:22 PM
114	5	6/21/2024 2:21 PM
115	7	6/21/2024 2:21 PM
116	9	6/21/2024 2:20 PM
117	9	6/21/2024 2:19 PM
118	7	6/21/2024 2:18 PM
119	3	6/21/2024 2:17 PM
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123	7	6/21/2024 2:12 PM
124	7	6/21/2024 2:11 PM
125	4	6/21/2024 2:10 PM
126	8	6/21/2024 2:09 PM
127	5	6/21/2024 2:08 PM
128	3	6/21/2024 2:07 PM
129	7	6/21/2024 2:06 PM
130	6	6/21/2024 2:05 PM
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136	5	6/21/2024 1:56 PM
137	7	6/21/2024 1:55 PM
138	7	6/21/2024 1:53 PM
139	7	6/21/2024 1:52 PM
140	6	6/21/2024 1:50 PM
141	6	6/21/2024 1:49 PM
142	2	6/21/2024 1:47 PM
#	Y AXIS VALUE (VERTICAL)	DATE

## Vision Keene Heatmap Survey

1	8	7/26/2024 9:38 AM
2	8	7/26/2024 9:37 AM
3	4	7/26/2024 9:35 AM
4	6	7/26/2024 9:33 AM
5	6	7/16/2024 9:39 AM
6	4	7/16/2024 9:38 AM
7	4	7/16/2024 9:33 AM
8	4	7/16/2024 9:32 AM
9	4	7/16/2024 9:29 AM
10	3	7/16/2024 9:28 AM
11	5	7/16/2024 9:26 AM
12	3	7/16/2024 9:23 AM
13	4	7/16/2024 9:22 AM
14	4	7/16/2024 9:16 AM
15	6	7/16/2024 9:14 AM
16	7	7/16/2024 9:12 AM
17	8	6/28/2024 3:19 PM
18	5	6/28/2024 3:16 PM
19	7	6/28/2024 3:15 PM
20	4	6/28/2024 3:11 PM
21	4	6/28/2024 3:07 PM
22	5	6/28/2024 3:05 PM
23	4	6/28/2024 3:03 PM
24	4	6/27/2024 11:38 AM
25	5	6/27/2024 11:36 AM
26	5	6/27/2024 11:35 AM
27	5	6/27/2024 11:34 AM
28	5	6/27/2024 11:33 AM
29	6	6/27/2024 11:31 AM
30	5	6/27/2024 11:30 AM
31	4	6/27/2024 11:29 AM
32	4	6/27/2024 11:28 AM
33	4	6/27/2024 11:27 AM
34	4	6/27/2024 11:25 AM
35	4	6/27/2024 11:23 AM
36	9	6/27/2024 11:21 AM
37	8	6/27/2024 11:20 AM
38	1	6/27/2024 11:18 AM

## Vision Keene Heatmap Survey

39	5	6/27/2024 11:17 AM
40	6	6/27/2024 11:14 AM
41	4	6/27/2024 11:13 AM
42	6	6/27/2024 11:11 AM
43	7	6/27/2024 11:10 AM
44	7	6/27/2024 11:09 AM
45	7	6/27/2024 11:06 AM
46	4	6/27/2024 9:56 AM
47	7	6/27/2024 9:53 AM
48	4	6/27/2024 9:51 AM
49	6	6/27/2024 9:49 AM
50	4	6/27/2024 9:48 AM
51	4	6/27/2024 9:47 AM
52	7	6/27/2024 9:44 AM
53	2	6/27/2024 9:42 AM
54	4	6/27/2024 9:40 AM
55	4	6/27/2024 9:39 AM
56	5	6/27/2024 9:37 AM
57	5	6/27/2024 9:35 AM
58	8	6/27/2024 9:33 AM
59	7	6/27/2024 9:32 AM
60	2	6/27/2024 9:30 AM
61	5	6/27/2024 9:29 AM
62	10	6/27/2024 9:28 AM
63	8	6/27/2024 9:26 AM
64	8	6/27/2024 9:00 AM
65	5	6/27/2024 8:58 AM
66	3	6/27/2024 8:56 AM
67	6	6/27/2024 8:54 AM
68	6	6/27/2024 8:53 AM
69	6	6/27/2024 8:51 AM
70	4	6/27/2024 8:50 AM
71	8	6/27/2024 8:48 AM
72	7	6/27/2024 8:46 AM
73	5	6/27/2024 8:45 AM
74	6	6/27/2024 8:42 AM
75	5	6/27/2024 8:28 AM
76	4	6/27/2024 8:26 AM

## Vision Keene Heatmap Survey

77	8	6/27/2024 8:21 AM
78	4	6/27/2024 8:18 AM
79	9	6/27/2024 8:15 AM
80	8	6/27/2024 8:14 AM
81	8	6/27/2024 8:11 AM
82	4	6/27/2024 8:09 AM
83	2	6/27/2024 8:07 AM
84	3	6/27/2024 8:05 AM
85	2	6/27/2024 8:03 AM
86	1	6/27/2024 7:57 AM
87	9	6/27/2024 7:54 AM
88	8	6/27/2024 7:52 AM
89	3	6/27/2024 7:47 AM
90	6	6/27/2024 7:45 AM
91	4	6/27/2024 7:41 AM
92	9	6/27/2024 7:37 AM
93	7	6/27/2024 7:35 AM
94	5	6/27/2024 7:29 AM
95	3	6/27/2024 7:28 AM
96	3	6/27/2024 7:26 AM
97	1	6/27/2024 7:24 AM
98	7	6/27/2024 7:21 AM
99	1	6/27/2024 7:19 AM
100	5	6/21/2024 2:34 PM
101	5	6/21/2024 2:33 PM
102	9	6/21/2024 2:32 PM
103	5	6/21/2024 2:32 PM
104	6	6/21/2024 2:31 PM
105	5	6/21/2024 2:30 PM
106	5	6/21/2024 2:29 PM
107	3	6/21/2024 2:28 PM
108	5	6/21/2024 2:27 PM
109	3	6/21/2024 2:26 PM
110	7	6/21/2024 2:25 PM
111	5	6/21/2024 2:24 PM
112	4	6/21/2024 2:23 PM
113	5	6/21/2024 2:22 PM
114	4	6/21/2024 2:21 PM



## Vision Keene Heatmap Survey

115	8	6/21/2024 2:21 PM
116	3	6/21/2024 2:20 PM
117	5	6/21/2024 2:19 PM
118	4	6/21/2024 2:18 PM
119	7	6/21/2024 2:17 PM
120	7	6/21/2024 2:16 PM
121	5	6/21/2024 2:15 PM
122	3	6/21/2024 2:14 PM
123	7	6/21/2024 2:12 PM
124	7	6/21/2024 2:11 PM
125	5	6/21/2024 2:10 PM
126	4	6/21/2024 2:09 PM
127	7	6/21/2024 2:08 PM
128	3	6/21/2024 2:07 PM
129	7	6/21/2024 2:06 PM
130	5	6/21/2024 2:05 PM
131	5	6/21/2024 2:03 PM
132	5	6/21/2024 2:01 PM
133	4	6/21/2024 2:00 PM
134	1	6/21/2024 1:58 PM
135	4	6/21/2024 1:57 PM
136	5	6/21/2024 1:56 PM
137	6	6/21/2024 1:55 PM
138	7	6/21/2024 1:53 PM
139	8	6/21/2024 1:52 PM
140	5	6/21/2024 1:50 PM
141	5	6/21/2024 1:49 PM
142	4	6/21/2024 1:47 PM

## Q11 Preferred Future

Answered: 146 Skipped: 14

ANSWER CHOICES	RESPONSES	
X Axis Value (Horizontal)	100.00%	146
Y Axis Value (Vertical)	100.00%	146

#	X AXIS VALUE (HORIZONTAL)	DATE
1	8	7/26/2024 9:38 AM
2	10	7/26/2024 9:37 AM
3	8	7/26/2024 9:35 AM
4	8	7/26/2024 9:33 AM
5	8	7/16/2024 9:39 AM
6	8	7/16/2024 9:38 AM
7	9	7/16/2024 9:33 AM
8	8	7/16/2024 9:32 AM
9	9	7/16/2024 9:29 AM
10	9	7/16/2024 9:28 AM
11	8	7/16/2024 9:26 AM
12	9	7/16/2024 9:23 AM
13	7	7/16/2024 9:22 AM
14	9	7/16/2024 9:16 AM
15	7	7/16/2024 9:14 AM
16	8	7/16/2024 9:12 AM
17	9	6/28/2024 3:19 PM
18	9	6/28/2024 3:16 PM
19	7	6/28/2024 3:15 PM
20	9	6/28/2024 3:11 PM
21	10	6/28/2024 3:07 PM
22	8	6/28/2024 3:05 PM
23	8	6/28/2024 3:03 PM
24	2	6/27/2024 11:38 AM
25	8	6/27/2024 11:36 AM
26	8	6/27/2024 11:35 AM
27	8	6/27/2024 11:34 AM
28	10	6/27/2024 11:33 AM
29	8	6/27/2024 11:31 AM

## Vision Keene Heatmap Survey

30	10	6/27/2024 11:30 AM
31	7	6/27/2024 11:29 AM
32	8	6/27/2024 11:28 AM
33	7	6/27/2024 11:27 AM
34	10	6/27/2024 11:25 AM
35	8	6/27/2024 11:23 AM
36	10	6/27/2024 11:21 AM
37	10	6/27/2024 11:20 AM
38	10	6/27/2024 11:18 AM
39	9	6/27/2024 11:17 AM
40	10	6/27/2024 11:14 AM
41	9	6/27/2024 11:13 AM
42	9	6/27/2024 11:11 AM
43	9	6/27/2024 11:10 AM
44	1	6/27/2024 11:09 AM
45	8	6/27/2024 11:06 AM
46	10	6/27/2024 10:03 AM
47	8	6/27/2024 9:56 AM
48	9	6/27/2024 9:54 AM
49	10	6/27/2024 9:53 AM
50	8	6/27/2024 9:51 AM
51	8	6/27/2024 9:49 AM
52	9	6/27/2024 9:48 AM
53	5	6/27/2024 9:47 AM
54	9	6/27/2024 9:44 AM
55	5	6/27/2024 9:42 AM
56	7	6/27/2024 9:40 AM
57	8	6/27/2024 9:39 AM
58	8	6/27/2024 9:37 AM
59	8	6/27/2024 9:35 AM
60	3	6/27/2024 9:33 AM
61	7	6/27/2024 9:32 AM
62	8	6/27/2024 9:30 AM
63	8	6/27/2024 9:29 AM
64	8	6/27/2024 9:28 AM
65	8	6/27/2024 9:26 AM
66	8	6/27/2024 9:00 AM
67	8	6/27/2024 8:59 AM

## Vision Keene Heatmap Survey

68	9	6/27/2024 8:58 AM
69	9	6/27/2024 8:56 AM
70	10	6/27/2024 8:54 AM
71	9	6/27/2024 8:53 AM
72	9	6/27/2024 8:51 AM
73	7	6/27/2024 8:50 AM
74	10	6/27/2024 8:48 AM
75	9	6/27/2024 8:46 AM
76	8	6/27/2024 8:45 AM
77	10	6/27/2024 8:42 AM
78	10	6/27/2024 8:28 AM
79	9	6/27/2024 8:26 AM
80	9	6/27/2024 8:24 AM
81	10	6/27/2024 8:21 AM
82	7	6/27/2024 8:18 AM
83	9	6/27/2024 8:15 AM
84	8	6/27/2024 8:14 AM
85	7	6/27/2024 8:11 AM
86	8	6/27/2024 8:09 AM
87	8	6/27/2024 8:07 AM
88	7	6/27/2024 8:05 AM
89	8	6/27/2024 8:03 AM
90	8	6/27/2024 7:57 AM
91	6	6/27/2024 7:54 AM
92	10	6/27/2024 7:52 AM
93	4	6/27/2024 7:47 AM
94	9	6/27/2024 7:45 AM
95	8	6/27/2024 7:41 AM
96	9	6/27/2024 7:37 AM
97	8	6/27/2024 7:35 AM
98	10	6/27/2024 7:29 AM
99	10	6/27/2024 7:28 AM
100	6	6/27/2024 7:26 AM
101	10	6/27/2024 7:24 AM
102	8	6/27/2024 7:21 AM
103	10	6/27/2024 7:19 AM
104	10	6/21/2024 2:34 PM
105	8	6/21/2024 2:33 PM

## Vision Keene Heatmap Survey

106	10	6/21/2024 2:32 PM
107	7	6/21/2024 2:32 PM
108	8	6/21/2024 2:31 PM
109	8	6/21/2024 2:30 PM
110	8	6/21/2024 2:29 PM
111	7	6/21/2024 2:28 PM
112	5	6/21/2024 2:27 PM
113	6	6/21/2024 2:26 PM
114	9	6/21/2024 2:25 PM
115	10	6/21/2024 2:24 PM
116	7	6/21/2024 2:23 PM
117	10	6/21/2024 2:22 PM
118	7	6/21/2024 2:21 PM
119	10	6/21/2024 2:21 PM
120	9	6/21/2024 2:20 PM
121	9	6/21/2024 2:19 PM
122	10	6/21/2024 2:18 PM
123	9	6/21/2024 2:17 PM
124	9	6/21/2024 2:16 PM
125	9	6/21/2024 2:15 PM
126	8	6/21/2024 2:14 PM
127	8	6/21/2024 2:12 PM
128	10	6/21/2024 2:11 PM
129	9	6/21/2024 2:10 PM
130	7	6/21/2024 2:09 PM
131	9	6/21/2024 2:08 PM
132	8	6/21/2024 2:07 PM
133	10	6/21/2024 2:06 PM
134	10	6/21/2024 2:05 PM
135	10	6/21/2024 2:03 PM
136	9	6/21/2024 2:01 PM
137	9	6/21/2024 2:00 PM
138	10	6/21/2024 1:58 PM
139	6	6/21/2024 1:57 PM
140	8	6/21/2024 1:56 PM
141	10	6/21/2024 1:55 PM
142	10	6/21/2024 1:53 PM
143	4	6/21/2024 1:52 PM

## Vision Keene Heatmap Survey

144	9	6/21/2024 1:50 PM
145	10	6/21/2024 1:49 PM
146	10	6/21/2024 1:47 PM
#	Y AXIS VALUE (VERTICAL)	DATE
1	8	7/26/2024 9:38 AM
2	1	7/26/2024 9:37 AM
3	8	7/26/2024 9:35 AM
4	8	7/26/2024 9:33 AM
5	8	7/16/2024 9:39 AM
6	7	7/16/2024 9:38 AM
7	6	7/16/2024 9:33 AM
8	8	7/16/2024 9:32 AM
9	9	7/16/2024 9:29 AM
10	7	7/16/2024 9:28 AM
11	8	7/16/2024 9:26 AM
12	9	7/16/2024 9:23 AM
13	7	7/16/2024 9:22 AM
14	4	7/16/2024 9:16 AM
15	7	7/16/2024 9:14 AM
16	8	7/16/2024 9:12 AM
17	8	6/28/2024 3:19 PM
18	7	6/28/2024 3:16 PM
19	7	6/28/2024 3:15 PM
20	8	6/28/2024 3:11 PM
21	9	6/28/2024 3:07 PM
22	9	6/28/2024 3:05 PM
23	8	6/28/2024 3:03 PM
24	2	6/27/2024 11:38 AM
25	8	6/27/2024 11:36 AM
26	8	6/27/2024 11:35 AM
27	8	6/27/2024 11:34 AM
28	9	6/27/2024 11:33 AM
29	8	6/27/2024 11:31 AM
30	8	6/27/2024 11:30 AM
31	7	6/27/2024 11:29 AM
32	8	6/27/2024 11:28 AM
33	7	6/27/2024 11:27 AM
34	10	6/27/2024 11:25 AM

## Vision Keene Heatmap Survey

35	8	6/27/2024 11:23 AM
36	6	6/27/2024 11:21 AM
37	19	6/27/2024 11:20 AM
38	10	6/27/2024 11:18 AM
39	9	6/27/2024 11:17 AM
40	10	6/27/2024 11:14 AM
41	9	6/27/2024 11:13 AM
42	10	6/27/2024 11:11 AM
43	8	6/27/2024 11:10 AM
44	3	6/27/2024 11:09 AM
45	8	6/27/2024 11:06 AM
46	6	6/27/2024 10:03 AM
47	7	6/27/2024 9:56 AM
48	6	6/27/2024 9:54 AM
49	1	6/27/2024 9:53 AM
50	6	6/27/2024 9:51 AM
51	8	6/27/2024 9:49 AM
52	8	6/27/2024 9:48 AM
53	10	6/27/2024 9:47 AM
54	9	6/27/2024 9:44 AM
55	9	6/27/2024 9:42 AM
56	10	6/27/2024 9:40 AM
57	6	6/27/2024 9:39 AM
58	6	6/27/2024 9:37 AM
59	6	6/27/2024 9:35 AM
60	8	6/27/2024 9:33 AM
61	5	6/27/2024 9:32 AM
62	8	6/27/2024 9:30 AM
63	6	6/27/2024 9:29 AM
64	8	6/27/2024 9:28 AM
65	6	6/27/2024 9:26 AM
66	4	6/27/2024 9:00 AM
67	6	6/27/2024 8:59 AM
68	6	6/27/2024 8:58 AM
69	4	6/27/2024 8:56 AM
70	6	6/27/2024 8:54 AM
71	8	6/27/2024 8:53 AM
72	8	6/27/2024 8:51 AM

## Vision Keene Heatmap Survey

73	7	6/27/2024 8:50 AM
74	6	6/27/2024 8:48 AM
75	6	6/27/2024 8:46 AM
76	7	6/27/2024 8:45 AM
77	10	6/27/2024 8:42 AM
78	8	6/27/2024 8:28 AM
79	9	6/27/2024 8:26 AM
80	9	6/27/2024 8:24 AM
81	10	6/27/2024 8:21 AM
82	8	6/27/2024 8:18 AM
83	3	6/27/2024 8:15 AM
84	4	6/27/2024 8:14 AM
85	7	6/27/2024 8:11 AM
86	7	6/27/2024 8:09 AM
87	7	6/27/2024 8:07 AM
88	6	6/27/2024 8:05 AM
89	8	6/27/2024 8:03 AM
90	9	6/27/2024 7:57 AM
91	5	6/27/2024 7:54 AM
92	10	6/27/2024 7:52 AM
93	7	6/27/2024 7:47 AM
94	6	6/27/2024 7:45 AM
95	8	6/27/2024 7:41 AM
96	9	6/27/2024 7:37 AM
97	8	6/27/2024 7:35 AM
98	10	6/27/2024 7:29 AM
99	10	6/27/2024 7:28 AM
100	6	6/27/2024 7:26 AM
101	10	6/27/2024 7:24 AM
102	6	6/27/2024 7:21 AM
103	10	6/27/2024 7:19 AM
104	5	6/21/2024 2:34 PM
105	5	6/21/2024 2:33 PM
106	6	6/21/2024 2:32 PM
107	7	6/21/2024 2:32 PM
108	8	6/21/2024 2:31 PM
109	6	6/21/2024 2:30 PM
110	8	6/21/2024 2:29 PM



## Vision Keene Heatmap Survey

111	7	6/21/2024 2:28 PM
112	9	6/21/2024 2:27 PM
113	5	6/21/2024 2:26 PM
114	9	6/21/2024 2:25 PM
115	9	6/21/2024 2:24 PM
116	5	6/21/2024 2:23 PM
117	8	6/21/2024 2:22 PM
118	3	6/21/2024 2:21 PM
119	10	6/21/2024 2:21 PM
120	7	6/21/2024 2:20 PM
121	9	6/21/2024 2:19 PM
122	4	6/21/2024 2:18 PM
123	9	6/21/2024 2:17 PM
124	8	6/21/2024 2:16 PM
125	9	6/21/2024 2:15 PM
126	9	6/21/2024 2:14 PM
127	8	6/21/2024 2:12 PM
128	8	6/21/2024 2:11 PM
129	8	6/21/2024 2:10 PM
130	7	6/21/2024 2:09 PM
131	8	6/21/2024 2:08 PM
132	8	6/21/2024 2:07 PM
133	8	6/21/2024 2:06 PM
134	9	6/21/2024 2:05 PM
135	7	6/21/2024 2:03 PM
136	9	6/21/2024 2:01 PM
137	9	6/21/2024 2:00 PM
138	7	6/21/2024 1:58 PM
139	7	6/21/2024 1:57 PM
140	8	6/21/2024 1:56 PM
141	6	6/21/2024 1:55 PM
142	9	6/21/2024 1:53 PM
143	8	6/21/2024 1:52 PM
144	7	6/21/2024 1:50 PM
145	10	6/21/2024 1:49 PM
146	10	6/21/2024 1:47 PM

## Q12 Least Desired Future

Answered: 147 Skipped: 13

ANSWER CHOICES	RESPONSES	
X Axis Value (Horizontal)	100.00%	147
Y Axis Value (Vertical)	100.00%	147

#	X AXIS VALUE (HORIZONTAL)	DATE
1	1	7/26/2024 9:38 AM
2	1	7/26/2024 9:37 AM
3	1	7/26/2024 9:35 AM
4	1	7/26/2024 9:33 AM
5	1	7/16/2024 9:39 AM
6	1	7/16/2024 9:38 AM
7	1	7/16/2024 9:33 AM
8	9	7/16/2024 9:32 AM
9	1	7/16/2024 9:29 AM
10	1	7/16/2024 9:28 AM
11	1	7/16/2024 9:26 AM
12	1	7/16/2024 9:23 AM
13	1	7/16/2024 9:22 AM
14	1	7/16/2024 9:16 AM
15	1	7/16/2024 9:14 AM
16	2	7/16/2024 9:12 AM
17	1	6/28/2024 3:19 PM
18	2	6/28/2024 3:16 PM
19	1	6/28/2024 3:15 PM
20	5	6/28/2024 3:11 PM
21	2	6/28/2024 3:07 PM
22	10	6/28/2024 3:05 PM
23	2	6/28/2024 3:03 PM
24	1	6/27/2024 11:36 AM
25	1	6/27/2024 11:35 AM
26	1	6/27/2024 11:34 AM
27	1	6/27/2024 11:33 AM
28	4	6/27/2024 11:31 AM
29	1	6/27/2024 11:30 AM

## Vision Keene Heatmap Survey

30	1	6/27/2024 11:29 AM
31	1	6/27/2024 11:28 AM
32	1	6/27/2024 11:27 AM
33	6	6/27/2024 11:25 AM
34	3	6/27/2024 11:23 AM
35	1	6/27/2024 11:21 AM
36	1	6/27/2024 11:20 AM
37	1	6/27/2024 11:18 AM
38	2	6/27/2024 11:17 AM
39	1	6/27/2024 11:14 AM
40	1	6/27/2024 11:13 AM
41	1	6/27/2024 11:11 AM
42	1	6/27/2024 11:10 AM
43	10	6/27/2024 11:09 AM
44	1	6/27/2024 11:06 AM
45	1	6/27/2024 9:58 AM
46	2	6/27/2024 9:56 AM
47	1	6/27/2024 9:54 AM
48	1	6/27/2024 9:53 AM
49	3	6/27/2024 9:51 AM
50	1	6/27/2024 9:49 AM
51	1	6/27/2024 9:48 AM
52	1	6/27/2024 9:47 AM
53	2	6/27/2024 9:44 AM
54	1	6/27/2024 9:42 AM
55	2	6/27/2024 9:40 AM
56	1	6/27/2024 9:39 AM
57	1	6/27/2024 9:37 AM
58	2	6/27/2024 9:35 AM
59	2	6/27/2024 9:33 AM
60	1	6/27/2024 9:32 AM
61	3	6/27/2024 9:30 AM
62	2	6/27/2024 9:29 AM
63	1	6/27/2024 9:28 AM
64	2	6/27/2024 9:26 AM
65	1	6/27/2024 9:00 AM
66	1	6/27/2024 8:59 AM
67	2	6/27/2024 8:58 AM

## Vision Keene Heatmap Survey

68	2	6/27/2024 8:56 AM
69	1	6/27/2024 8:54 AM
70	1	6/27/2024 8:53 AM
71	1	6/27/2024 8:51 AM
72	1	6/27/2024 8:50 AM
73	2	6/27/2024 8:48 AM
74	3	6/27/2024 8:46 AM
75	2	6/27/2024 8:45 AM
76	1	6/27/2024 8:42 AM
77	4	6/27/2024 8:28 AM
78	2	6/27/2024 8:26 AM
79	3	6/27/2024 8:24 AM
80	2	6/27/2024 8:21 AM
81	2	6/27/2024 8:18 AM
82	2	6/27/2024 8:15 AM
83	3	6/27/2024 8:14 AM
84	4	6/27/2024 8:11 AM
85	3	6/27/2024 8:09 AM
86	3	6/27/2024 8:07 AM
87	3	6/27/2024 8:05 AM
88	3	6/27/2024 8:03 AM
89	1	6/27/2024 7:57 AM
90	2	6/27/2024 7:54 AM
91	1	6/27/2024 7:52 AM
92	6	6/27/2024 7:51 AM
93	4	6/27/2024 7:47 AM
94	1	6/27/2024 7:45 AM
95	1	6/27/2024 7:41 AM
96	2	6/27/2024 7:37 AM
97	1	6/27/2024 7:35 AM
98	1	6/27/2024 7:29 AM
99	1	6/27/2024 7:28 AM
100	1	6/27/2024 7:26 AM
101	1	6/27/2024 7:24 AM
102	1	6/27/2024 7:21 AM
103	3	6/27/2024 7:19 AM
104	3	6/21/2024 2:34 PM
105	1	6/21/2024 2:33 PM

## Vision Keene Heatmap Survey

106	1	6/21/2024 2:32 PM
107	3	6/21/2024 2:32 PM
108	1	6/21/2024 2:31 PM
109	1	6/21/2024 2:30 PM
110	1	6/21/2024 2:29 PM
111	1	6/21/2024 2:28 PM
112	9	6/21/2024 2:27 PM
113	1	6/21/2024 2:26 PM
114	1	6/21/2024 2:25 PM
115	1	6/21/2024 2:24 PM
116	10	6/21/2024 2:23 PM
117	2	6/21/2024 2:22 PM
118	10	6/21/2024 2:21 PM
119	1	6/21/2024 2:21 PM
120	1	6/21/2024 2:20 PM
121	2	6/21/2024 2:19 PM
122	3	6/21/2024 2:18 PM
123	1	6/21/2024 2:17 PM
124	2	6/21/2024 2:16 PM
125	2	6/21/2024 2:15 PM
126	1	6/21/2024 2:14 PM
127	10	6/21/2024 2:12 PM
128	1	6/21/2024 2:11 PM
129	1	6/21/2024 2:10 PM
130	1	6/21/2024 2:09 PM
131	1	6/21/2024 2:08 PM
132	1	6/21/2024 2:07 PM
133	1	6/21/2024 2:06 PM
134	1	6/21/2024 2:05 PM
135	1	6/21/2024 2:03 PM
136	1	6/21/2024 2:01 PM
137	1	6/21/2024 2:00 PM
138	1	6/21/2024 1:58 PM
139	4	6/21/2024 1:57 PM
140	10	6/21/2024 1:56 PM
141	1	6/21/2024 1:55 PM
142	1	6/21/2024 1:53 PM
143	3	6/21/2024 1:52 PM

## Vision Keene Heatmap Survey

144	1	6/21/2024 1:50 PM
145	1	6/21/2024 1:49 PM
146	1	6/21/2024 1:47 PM
147	1	6/21/2024 1:45 PM
#	Y AXIS VALUE (VERTICAL)	DATE
1	1	7/26/2024 9:38 AM
2	1	7/26/2024 9:37 AM
3	1	7/26/2024 9:35 AM
4	1	7/26/2024 9:33 AM
5	1	7/16/2024 9:39 AM
6	1	7/16/2024 9:38 AM
7	1	7/16/2024 9:33 AM
8	2	7/16/2024 9:32 AM
9	1	7/16/2024 9:29 AM
10	1	7/16/2024 9:28 AM
11	10	7/16/2024 9:26 AM
12	1	7/16/2024 9:23 AM
13	1	7/16/2024 9:22 AM
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15	1	7/16/2024 9:14 AM
16	2	7/16/2024 9:12 AM
17	1	6/28/2024 3:19 PM
18	1	6/28/2024 3:16 PM
19	1	6/28/2024 3:15 PM
20	1	6/28/2024 3:11 PM
21	1	6/28/2024 3:07 PM
22	1	6/28/2024 3:05 PM
23	2	6/28/2024 3:03 PM
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25	1	6/27/2024 11:35 AM
26	1	6/27/2024 11:34 AM
27	1	6/27/2024 11:33 AM
28	1	6/27/2024 11:31 AM
29	1	6/27/2024 11:30 AM
30	1	6/27/2024 11:29 AM
31	1	6/27/2024 11:28 AM
32	1	6/27/2024 11:27 AM
33	5	6/27/2024 11:25 AM

## Vision Keene Heatmap Survey

34	4	6/27/2024 11:23 AM
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36	1	6/27/2024 11:20 AM
37	1	6/27/2024 11:18 AM
38	3	6/27/2024 11:17 AM
39	1	6/27/2024 11:14 AM
40	1	6/27/2024 11:13 AM
41	1	6/27/2024 11:11 AM
42	1	6/27/2024 11:10 AM
43	10	6/27/2024 11:09 AM
44	1	6/27/2024 11:06 AM
45	1	6/27/2024 9:58 AM
46	2	6/27/2024 9:56 AM
47	1	6/27/2024 9:54 AM
48	1	6/27/2024 9:53 AM
49	4	6/27/2024 9:51 AM
50	1	6/27/2024 9:49 AM
51	1	6/27/2024 9:48 AM
52	1	6/27/2024 9:47 AM
53	2	6/27/2024 9:44 AM
54	1	6/27/2024 9:42 AM
55	3	6/27/2024 9:40 AM
56	1	6/27/2024 9:39 AM
57	1	6/27/2024 9:37 AM
58	4	6/27/2024 9:35 AM
59	2	6/27/2024 9:33 AM
60	1	6/27/2024 9:32 AM
61	2	6/27/2024 9:30 AM
62	4	6/27/2024 9:29 AM
63	1	6/27/2024 9:28 AM
64	2	6/27/2024 9:26 AM
65	1	6/27/2024 9:00 AM
66	1	6/27/2024 8:59 AM
67	4	6/27/2024 8:58 AM
68	8	6/27/2024 8:56 AM
69	1	6/27/2024 8:54 AM
70	1	6/27/2024 8:53 AM
71	1	6/27/2024 8:51 AM

## Vision Keene Heatmap Survey

72	1	6/27/2024 8:50 AM
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84	4	6/27/2024 8:11 AM
85	7	6/27/2024 8:09 AM
86	7	6/27/2024 8:07 AM
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100	1	6/27/2024 7:26 AM
101	1	6/27/2024 7:24 AM
102	4	6/27/2024 7:21 AM
103	3	6/27/2024 7:19 AM
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107	4	6/21/2024 2:32 PM
108	10	6/21/2024 2:31 PM
109	2	6/21/2024 2:30 PM



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131	1	6/21/2024 2:08 PM
132	1	6/21/2024 2:07 PM
133	6	6/21/2024 2:06 PM
134	8	6/21/2024 2:05 PM
135	1	6/21/2024 2:03 PM
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140	10	6/21/2024 1:56 PM
141	10	6/21/2024 1:55 PM
142	9	6/21/2024 1:53 PM
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145	6	6/21/2024 1:49 PM
146	10	6/21/2024 1:47 PM
147	10	6/21/2024 1:45 PM

**Vision Keene 20-Forward  
Keene, New Hampshire**

**Key Stakeholder Interviews  
Interview Summaries**

**May-August 2024**



As an initial outreach step in the visioning process for the Vision Keene 20-Forward Comprehensive Master Plan Project, key stakeholder interviews were conducted during the months of May through August 2024, to explore personal insights on the city and aspirations for the future. All of the people interviewed were forthcoming and helpful.

<b>1.0</b>	<b>TOM JULIUS, MONADNOCK INTERFAITH PROJECT (MIP) .....</b>	<b>1</b>
<b>2.0</b>	<b>MARY ANN KRISTIANSEN, HANNAH GRIMES CENTER FOR ENTREPRENEURSHIP .....</b>	<b>3</b>
<b>3.0</b>	<b>JEFF MURPHY, OWNER, BREWBAKER’S CAFÉ AND TERRA NOVA .....</b>	<b>5</b>
<b>4.0</b>	<b>AMANDA LITTLETON, DIRECTOR, CHESHIRE CONSERVATION DISTRICT .....</b>	<b>6</b>
<b>5.0</b>	<b>ROBERT MALAY, SUPERINTENDENT, SAU29 .....</b>	<b>7</b>
<b>6.0</b>	<b>VICKY MORTON, EAST KEENE NEIGHBORHOOD REPRESENTATIVE .....</b>	<b>8</b>
<b>7.0</b>	<b>MELINDA TREADWELL, PRESIDENT, KEENE STATE COLLEGE .....</b>	<b>9</b>

## 1.0 Tom Julius, Monadnock Interfaith Project (MIP)

**Person interviewed:** Tom Julius

**Organization:** Monadnock Interfaith Project

**Date of interview:** Wednesday, May 22, 2024 (11:30am EST)

Tom has never lived in Keene but has lived in the region for 38 years. When he and his wife came to the area, they wanted to live in a rural area near Keene. Within the next 10 years, they would like to retire in Keene to access a walkable environment.

### Strengths of Keene

- The city has a high-functioning city staff; they do a great job at civic engagement and are welcoming to non-city residents.
- The city takes its role as County seat seriously and the tone is very welcoming.
- The city has employed innovative traffic patterns/infrastructure w/roundabouts.

### Challenges for Keene

- Fostering a smart sustainable housing development policy that meets the needs at various levels. Recently, this has been happening, but not previously.
- Note for the Master Plan: How to encourage smart and sustainable housing development that contributes to the vitality of the city.

### What changes would you like to see?

- Primarily related to commerce or commercial development.
  - In the downtown area, need more retail establishments
  - Love the restaurants, but can't survive on restaurants
  - Main street and the surrounding streets need more vibrancy and retail
  - Develop more areas off Main Street – in particular Gilbo Avenue is underutilized; need more mixed use residential/commercial
  - Increase pedestrian traffic downtown; make more walkable

### Keene in the surrounding Ecosystems

- The city takes its role as County seat seriously; hard to find a weekend to schedule an event; a center for social activity.
- Parks and trails are well utilized.
- Is a regional hub for festivals.
- The city did a good job at zoning big box stores on the edges of town.

### Economic drivers of Keene

- Primary are mid-sized businesses; locally owned (Filtrene, family dealerships, Benson Wood, etc.); some corporate entities that are owned outside of Keene (Markam).

### **Future Aspirations for Keene**

- Would like to see us lean into more innovative small urban design.
- SW New Hampshire has a long tradition of being rural and many people come here for the rural and don't want to see change in culture. A lot can be done with design that doesn't impact this inclination.
- For example, redevelopment of Gilbo Avenue. Currently there is a lot of empty space and parking lots. Thoughtful planning/smart sustainable development would contribute to the vitality of the area and fit the vibe and feel.
- Provide more apps to have community conversations.

### **Anything else we should be thinking of during this planning process?**

- Keene and the region has a strong network of civic organizations that should be drawn into the planning process. The public/private/nonprofit network is very effective in the city. This is a great opportunity to connect the threads to highlight their good work.
- Examples: Health Monadnock Alliance, County Sherriff Dept., MIF, Trauma Consulting, Rotary, etc...
- The Master Plan is an opportunity to acknowledge and utilize these resources.

### **ADDITIONAL NOTES:**

- Be sure to contact Gail Somers for input. She is in charge of a startup effort to establish a multicultural center in Keene.

## 2.0 Mary Ann Kristiansen, Hannah Grimes Center for Entrepreneurship

**Person interviewed:** Mary Ann Kristiansen

**Organization:** Hannah Grimes Center for Entrepreneurship

**Date of interview:** Wednesday, May 22, 2024 (2:00pm EST)

Mary Ann has lived in the area since 1991. She is the Founder and Executive Director of the Hannah Grimes Center for Entrepreneurship, 25 Roxbury Street in Keene.

### Strengths of Keene

- The city has a solid foundation; it is not a city in decline.
- The people continue to improve the city, even with the rapid pace of change.
- Community groups come together; a real strength.
- There is good momentum among key organizations; good leadership at the Chamber, MEDC, SW Planning Commission, Keene State to lead the next generation.
- The beauty of the city.
- Diverse local economy; large and small businesses.
- The Downtown is a strength; great restaurants.

### Weaknesses of Keene

- Many of the large institutional businesses have been sold; local ownership has gone – and as a result, there is less community support.
- A lot of infrastructure has deteriorated due to loss of contributions.
- The community has become more sophisticated with grant dollars, but this funding will end and be hard to sustain.
- A lot of people complain that change is too slow.

### What changes would you like to see?

- Need more free parking to support downtown, and workers. Suggestion – to use space a bit farther out of downtown and people will walk.
- Build up the range of businesses in Keene; higher-end startups lack the funding they need to grow.
- Create local investment pools to invest in new companies; new financing for business growth.
- Housing – Avoid expansion onto new land; emphasize Keene’s old housing stock and repurpose them; use new financing tools. IDEA: Create partnerships to purchase houses as a group/team with a Project Manager; work together with construction companies to repurpose for particular uses (example new employees for the hospital, CNS or Keene State students). Retrofit the houses to suit the needs of the team. (Examples in Europe)
- ADUs – increase and educate the public of their purpose; create the necessary soft infrastructure needed around them to make a success; provide incentives (\$) to build.

### **Aspirations for the future of Keene**

- To maintain a healthy, vibrant community.
- Don't stop what we are doing; continuous improvements.
- We count on the community building together – need to 'guard that strength' in the face of divisiveness. If the community is our 'secret sauce', then protect it.
- Ensure healthy discussions through good governance; put protections in place
- Suggest start at high school and college levels with respect training on how to have dialogue.

### 3.0 Jeff Murphy, Owner, Brewbaker's Café and Terra Nova

**Person interviewed:** Jeff Murphy

**Organization:** Brewbaker's Café and Terra Nova

**Date of interview:** Wednesday, May 22, 2024 (2:30pm EST)

Jeff was born and raised in Keene; currently lives here with 3 kids in local schools and owns 2 businesses in Keene. He was not involved in the 2010 CMP process.

#### Strengths of Keene

- Good place to raise a family.
- Good schools.
- Good place for kids and retirees.
- Strong local economy with entrepreneurship, small businesses.

#### Challenges for Keene

- Downtown struggles to adapt; needs more retail economy.
- Historic character for some creates a mindset that prevents progression.
- Housing and employment are both opportunities and challenges = heart of issues.
- Need more economic opportunity.

#### Aspirations for Keene

- We need to lean into our strengths: outdoor activities, biking trails (need more biking accessibility on streets), ponds and lakes.
- Remote work is a real opportunity for Keene; we should build on/promote.
- Would like to see rail access to Keene. To get to the city is troublesome.
- There is a tendency for people to get stuck in a rut; need to build on willingness to get unstuck. Dissenters are often the loudest (ex: Downtown discussions). We can honor the character and still make the downtown more walkable and have more green space.

#### Keene and the regional/statewide ecosystem

- Keene is the County seat; reachable by the statewide highway system.
- The rest of the state is growing more rapidly; could be due to lack of access to the city.
- Critical to connect to rest of state with transportation options (most critical).
- Economic driver could be Remote Work (we have offices, living amenities and high speed internet)

#### Anything else we should be thinking of during this planning process?

- As a business owner, the city needs to streamline the process it takes to open a business; make it easier and provide more information (ex: on the permitting process); create a 'how to' packet.
- Note: Jeff is working with the Keene Downtown Group to form a 501(c)(3) that will help to provide information on how to increase/host festivals and events in the city.

## 4.0 Amanda Littleton, Director, Cheshire Conservation District

**Person interviewed:** Amanda Littleton

**Organization:** Cheshire Conservation District

**Date of interview:** Wednesday, May 22, 2024 (3:00pm EST)

Amanda has lived in the area for 20 years. She was part of the 2010 CMP process for Keene.

### Opportunities/Challenges for Keene

- The Keene Farmer's Market; the market is very supportive of Keene's agricultural roots; longstanding tradition in the community; however, there is a lack of city support for the market (ex. Parking) and this could be an opportunity to uplift components of the community.
- Land Use / Tax policies; incentives could be provided if land is given over to Ag.

### Progress on the 2010 CMP

- Food Security was at the center of the 2010 CMP.
- Keene has a Community Garden that is in high demand and the wait is long to obtain a plot. There is interest in a new Garden to be built on the East side of Keene to give those residents access to a Community Garden; especially low income earners' access. Potential to use available open lots.
- On the Ag side, not much has been done. There was an Ag Commission, but it was disbanded for lack of interest (challenge).

### How does Keene fit into the larger regional ecosystem?

- Need to balance solar and housing development with wild landscapes; don't do solar on Ag lands.
- The city is a great example of rural, community spaces and habitat.
- Development priorities should use smart growth principles and limit destruction of habitat. Density and infill is desirable; make community vibrant and walkable.
- State has lost Ag soils; need to limit development on Ag soils to pursue Food Security.
- Need to work with city on maintaining water quality with development; esp. re stormwater infrastructure.

### Aspirations for Keene

- Continue to foster the Arts community in Keene.
- Continue historic preservation – this is a New England asset.
- Create an Arts corridor on Gilbo Avenue; provide pedestrian space, farmers market, outdoor stage space and possibly a winter farmers market.
- Future infrastructure should consider wildlife; as new roads happen, consider what it means for organisms (trout, reptiles, etc.)
- Green space should include pollinator habitats; work on easy solutions.



## 5.0 Robert Malay, Superintendent, SAU29

Person interviewed: Dr. Robert Malay, Superintendent

Organization: SAU29

Date of Interview: Wednesday, June 19, 9:30am EST

Robb spent 20 years in Guam before coming to Keene. Has 3 boys high school age and older. SAU29 contains 7 school districts that operate independently but feed into the same High School. Robb works with the 7 independent school boards (33 Board members).

### Thoughts on the Think-Tank (attended second day)

- Very hopeful and encouraging; good to see forward-thinking and where people want to go (scenario B)
- Historically, people have been complacent because life is good here (resting on laurels), but there is need to shake things up; Appetite for change is there

### SAU29 Strategic Plan

- Currently underway and almost finished (tomorrow); first one for SAU29, includes Portrait of a Graduate
- Directed by a 37 member Steering Committee; very data-driven with surveys and public forums; has been a 1 year process
- 4 areas of focus (strategies & actions) in the new strategic plan:
  - Opportunities, Access & Pathways
  - Nurturing high quality Educators
  - Safe, Positive and Inclusive Environments
  - Partnerships for Learning
- Communication has been a huge issue; SAU29 is changing servers to have a mobile app

### Intersection of SAU Strategic Plan and Keene's Comprehensive Master Planning process

- Appetite for change; challenge is how to translate that into change; incentivize to change
- Take a collaborative approach on critical issues:
  - **Housing** – critical for workforce; availability and types; KSC has been a good partnership with teacher training in schools, but when graduate there is no place for starting teachers to live; potential to flip unused dormitories to be affordable housing
  - **Demographic disruption** – What do we need to offer to attract young folks here; amenities and sense of community (example of Bow, NH, Parks & Rec programs)
  - **Appeal of Keene** – To bring in Young Professionals; outdoor recreation is a big draw – potential to focus on this strength of Keene. Examples: Adventure Racing, Bubbles/Sports dome – tie into Comp Plan
  - **Location** – Keene is the geographic center of New England; build a convention center to attract people here; develop the airport and transportation
  - **Sports Tourism** – develop in Keene
  - **Arts & Culture** – the Colonial Theatre is a huge draw to the city
  - **Expand variety of restaurants** – address any city restrictions that may be preventing new establishments from setting up here; develop neighborhood nodes that have restaurant
  - **Green space** – Keene has a lot of diamonds, but not much rectangular space; need to expand this

## 6.0 Vicky Morton, East Keene Neighborhood Representative

Person interviewed: Vicky Morton

Organization: Resident, East Keene Neighborhood Representative

Date of interview: Friday, June 21, 8:30am EST

Vicky has lived in Keene since the 1970s. She is the resident/neighborhood representative for East Keene. She participated in the Think-Tank and attended a Visioning Session.

### Opportunities/challenges for Keene:

- Recent opening of homeless shelter – there has been an increase in lawlessness in her neighborhood/East Keene; it is the city’s responsibility to enhance the area

**FiQ question:** What is the status on requests to the city for changes?

- Request for increased police presence – successful
- Request for traffic calming study – successful
- Request for bike rack on Carpenter Street - successful
- The City Manager has heard us and is receptive to our requests

### Thoughts on Visioning process thus far:

- Think-Tank was interesting but she wants to be sure to address the hurdles, not just be pie in the sky.

**FiQ question:** How has your neighborhood changed since you first moved here in the 70’s? What’s being done to restore the neighborhood/street life? What is the trajectory of the issue?

- Mixed
  - Real estate people say East Keene is inferior housing stock
  - East Keene has a different feel to other parts of Keene
  - Seems to be different code enforcement based on staff interpretation of East Keene
- Things changed post pandemic – safety is the big issue
- We need to heal and turn the discourse to be positive; work on community building
- Another issue is people parking in front of the school during drop off and pick up times
- East side has had a proliferation of nonprofits (tax exempt) and that affects the tax rolls; examples: Skate Park, Homeless Shelter, Home for Wanderers
- Concerned about the political and climate refugees; need to prepare for how Keene is going to deal with the migration shift

**FiQ Question:** How do you find the most effective way to present your concerns to the city?

- Best is to go to the City Councilors if you have an issue
- For the previous City Manager, I used to send him a ‘to do’ list, and he used to address the items

### Notes:

- The city needs to protect as many green spaces as possible and work with other towns to provide housing
- Cheshire County needs to get better transportation
- Besides the East Keene Neighborhood association, there are at least 2 others

## 7.0 Melinda Treadwell, President, Keene State College

Person interviewed: Dr. Melinda Treadwell, President

Organization: Keene State College

Date of interview: Tuesday, June 25, 9:00am EST

Melinda has been with the college for 8 years. She has a background in toxicology.

### College's Comprehensive Master Planning process

- Is finishing up the end of October 2024
- Initial recommendations are being discussed at a meeting the end of this week; she will share with Future iQ

### Relationship between the college and the city

3 primary areas of collaboration that drive the economy:

- (1) Workforce development – together the college and city can create a more vibrant economy with talent creation and retention. For example, nursing – 43% of graduating nurses remain in New Hampshire, but not in Keene.
- (2) Arts and Culture – together the college and city can create a more vibrant arts economy
- (3) Housing – shared housing infrastructure. The college is going to remain at 3-3,300 student population. This frees up college infrastructure to convert it to apartments/buildings on campus to provide early workforce housing or housing for an aging population (relevant to Master planning project – alignment opportunity)
- The city and college share Main Street frontage and are vested in aligning physical infrastructure along the street
- The Cheshire Career and Learning Center provides life-long learning opportunities for residents
- The college has a daycare center on campus; can address the social needs of the city

### Question: Is there alignment between the city and college on Bio-Sciences?

- Yes, this is an opportunity for innovation; the city has climate goals around green building and energy economy and the college has a building design program
- Have been trying for 2 years to raise capital investment in this area but has been difficult
- The emerging biotech industry here is not mature enough to provide support; will be in next 10 years

### Thinking to 2040 – Areas to collaborate

- Organic local farming – current meat/veg/organic is growing
- Culture/Arts
- Advanced biotech
- Rural farming technology

- Partnerships and internships; working on plan with the city; Melinda meets with Mayor on a monthly basis to catalyze relationship between college and city

### **Regarding strategic positioning / unique value proposition for Keene**

2 areas for the college; provides global relevance:

- (1) Create communities of compassion - the college is developing its Holocaust and Genocide Studies Program; is the first institute around this areas; engages speakers; helps students to learn about confronting challenges; a place for KSC to help equip communities and national leaders by providing dialogue about peace and genocide prevention
- (2) Precision Manufacturing – Keene produces a specific optics lens that provides 75% of the equipment globally; one of six manufacturers in the country; opportunity to spur the future economy; college has a product design program for optics

### **Notes:**

- All areas at the college need credentialling
- Idea for partnering: Antioch has a graduate program in Planning and Climate Adaptation; this is an opportunity for the college and city to work together to become nationally relevant
- The 'limiter' for the city/college is the lack of intermodal transportation in the area; it's not easy to get here without a car; there is a need for green energy transportation options to move towards a car-free transportation system

**Vision Keene 20-Forward**  
**Email Comments**  
**Compiled July 29, 2024**



**From:** Vision Keene NH <[noreply@lab2.future-iq.com](mailto:noreply@lab2.future-iq.com)>  
**Subject:** Vision Keene Contact Form  
**Date:** June 18, 2024 at 2:33:22 AM CDT  
**To:** [heather@future-iq.com](mailto:heather@future-iq.com)  
**Reply-To:** [email@wordpress-1218978-4336454.cloudwaysapps.com](mailto:email@wordpress-1218978-4336454.cloudwaysapps.com)

Name: Christine Roukey

Subject: Input Regarding the Future of Keene

Message: Good day. As someone with several disabilities, I am unable to attend meetings and sessions. I would still like to provide feedback about the future for Keene though. It is just not feasible for me to attend in-person or complete long surveys.

For as long as I can remember, Keene has been community-oriented and charming. It is an urban environment without the large-city feel of a concrete jungle where you are just another number. There is a trade-off of conveniences and advancements in Keene compared to Manchester. Why not strive for charm and preservation along with convenience and accessibility?

From my perspective, the largest issue facing Keene is accessibility in physical and digital form. The disability community has said at the rate we are moving overall, it will be at least another 80 years before we have solved a fraction of the barriers.

Physical Accessibility:

We have a beautiful Main Street and delightful preservation of history, such as the building murals and conversion of the Colony Mill. Preventing older structures from degrading maintains pride and aesthetics. It can also mean a place becomes unaffordable and/or remains inaccessible. Let us ask how we can keep our historical appeal and simultaneously solve accessibility barriers.

For example, there are shops and businesses I am unable to visit because I cannot use the steps. They trigger leg tremors. Before I go anywhere, I have to ask if there are any steps. People with assistive walking devices and wheelchairs are also unable to visit those same places.

Americans with Disabilities Act (ADA) requirements do not equate to accessibility. I cannot stress this enough. For years, the disability community has said if we create and design with accessibility in mind, then we are future-proofing against shifts in the population demographics. Omit barriers across the board and there will be no issues to accommodate an increase or

decrease in people's needs.

If every building is accessible, we leave no one behind and thus become inclusive. Is this more costly now? Yes. It is a long-term investment and way to solve problems that will still be there 10, 20, 30 years from now. Doing half the job now still leaves half to be addressed later on. Is that efficient? I do not think so. It comes down to the old adage of doing it right the first time.

With any new construction or modifications to an older building, involve disability specialists who have an ear to the community's concerns and obstructions. Do not simply rely on the ADA.

Consider open floor plans, wide aisles and hallways, account for the larger size of electric-powered assistive devices, install elevators (some can be added to the outer wall of a building), connect elevators to a backup generator so they can still be used during a power outage or non-fire emergency, have kitchen spaces which make full use of mid-range height reach (not too high, not too low), energy-efficient central air conditioning which has a vent in each room to truly regulate temperature, use flat flooring (e.g. vinyl or low- or no-pile carpeting), make energy-efficient door openers a standard, etc.

New construction is a huge opportunity to be fully-accessible now. We need to be smart about it so as to avoid more modifications down the road. Existing structures present challenges; however, those challenges will still be there when the next wave of ADA requirements are released. Solve now and save later.

Offer recognition for businesses that achieve accessibility thresholds. There are corporations with a special floor inlay or wall plaque on display for meeting energy-efficiency levels. I worked at one such company. This is something which could be utilized for accessibility achievements. Offer promotion in the press and/or community events. Bring a positive and competitive aspect to making improvements. Reaching thresholds gives businesses bragging rights.

Public transportation exists but is very limited. I fear the day if I can no longer drive. In such a case, I may have to leave Keene and go someplace like Manchester to avoid short-running hours, the need to schedule ahead of time, and limited range of stops. Someone like me cannot always schedule because I never know what kind of day it will be when I roll out of bed. It is the nature of my conditions. I could schedule a time and then not be able to keep it, then the next day be fine to do an errand or two but not have a time slot scheduled.

Public transportation with short hours prevents participation in evening or nighttime events. Not everyone has someone to take them places. People are busy, there is the cost of fuel involved, people can be unreliable, etc. I am very dependent on my car living here. If I lose the ability to drive, I lose my independence which will lead to extreme depression and becoming more isolated than I already am. As someone with hypersensitive hearing, later times of day are better to avoid crowds and noise. Later times are better for my heat and sun sensitivity also. How would I manage without a car? I could not ... not in Keene.

## Electronic/Digital Accessibility:

As technology changes, we need to adapt and fully utilize the options that make life easier and more convenient. Compared to other cities, we are lagging behind. I am not an expert on technological accessibility and can only comment from my experience.

The use of Portable Document Format (PDF) files has been around for more than 25 years. Why is it still a challenge to get forms as PDF files ahead of appointments/meetings? Many platforms have a typewriter feature which allows typing onto a PDF document without the need of fillable fields.

I believe I heard somewhere that basic PDF files are inadequate for certain assistive tech though. Again, I can only share my experiences and I am just providing an example.

Suggesting that someone be present to write the form by hand for you during an appointment is degrading. It makes the assumption that the person is incapable of the task otherwise. This has happened to me more than once and is a blow to dignity and demonstrates a lack of understanding. I am capable of filling out my own forms if given a file ahead of time. Additionally, it takes away time which would be better spent on meaningful discussion during the appointment.

Engage specialists in the field of digital accessibility for projects. Help businesses and housing connect with specialists. They may even be able to provide feedback about how to attract volunteers to aid in some of the work and reduce costs.

Offer recognition for businesses that achieve digital accessibility thresholds as well. This could be a second category of achievement to the physical modifications.

My recommendation is to engage an accessibility expert now while the planning is being done. A helpful organization is Disability:IN (<https://disabilityin.org/>). There is also the National Organization on Disability (<https://www.linkedin.com/company/national-organization-on-disability/>).

A woman named Sheri Byrne-Haber (<https://www.linkedin.com/in/sheribyrnehaber/>) is one of the “Top Voices” of LinkedIn. She is a shoot-from-the-hip kind of person who is open and direct about disability concerns and knows statistics. Listen to her no matter how uncomfortable it may feel. She is smart and knows her stuff.

Thank you for taking the time to read my input. I would appreciate this information being shared with others involved in the plans for the future of Keene. I hope the time I have invested in providing feedback demonstrates that I care about our city and its longevity.

Kind Regards,

Christine Roukey

**Vision Keene 20-Forward**  
**Heatmap Survey Comments (written on hard copies)**  
**Compiled July 29, 2029**



**Comment 1 (on the axis endpoints)**

- Seize the moment – with more cash injections
- Collaborate to adapt – form new collaborative partnerships
- Steady and considered – regular income sources
- Stay the course – existing governance and partnerships or degree of siloing?

**Comment 2:**

- Issue is cost and appetite for investment (taxes) until you get to a steady state
- I don't just want a retirement community but it's a matter of how to get from here to there

**Comment 3:**

- This I suspect is where we land based upon older generation boomers and folks that don't fully realize our housing shortage impacts everything for our future (Expected in Scenario A)

**Comment 4:**

- We should emulate Amsterdam - covered bike storage, more bicycle roads for year round non-car-driving future; more E-bikes
- Second story on parking garages; elevator for 3 story garage
- Bring back trolleys and bike marathons
- Bike traffic allowed against one way direction
- Bicycle routes through Keene; ¼ of roads for bikes and pedestrians
- More tiny houses; tiny house village

**Comment 5:**

- Not everyone can navigate your website. You assume and I think that the aging Keene taxpayers do not get Sentinel or use Website. They are left out.

**Comment 6:**

- This has huge implications for Cheshire Medical Center. I would love to connect and get involved (provided name and contact information – given to Mari and Jesse)

**Comment 7:**

- Would like a mix of both Scenario B and C

**Comment 8:**

- Do not favor 'gambling' expansion in this college community



**Comment 9:**

- Keep downtown viable; no bike lanes downtown, not safe for folks parking
- Must keep businesses here
- Involve younger people but they need jobs and affordable housing

**Comment 10:**

- Each scenario does leave positive elements that should be considered/included

**Comment 11:**

- Scenarios too broad to fully assign E, P, L
- It depends on what the details of a future operating are; the devil is in the details

**Comment 12:**

- Method to build system to attract business and vitality
- Issue of youth; minimum wage/taxes

## Keene Comprehensive Master Plan Information Requests - Responses to Comment Form on Project Portal

### What do you envision for the future of the City?

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Keene beauty and sustainability

More green space, gardens less grass

Keene

Vibrant, housing for all

A city where we continue to improve and modernize but also preserve our small town charm and historic spaces and buildings. Making the city of Keene more affordable both for those who currently live here and those looking to move here. Bringing in more industry businesses and better paying jobs.

Prosperous town with job opportunities and excellent schools.

Keene

Amazing Small city life in a beautiful community, no more drug dealers, stop crime on the East side

Keene

A walkable community based and education oriented city

Walkability, housing for all, homeless under control, more roundabouts as needed.

Keene

Vibrant economic hub of the Monadnock Region.

Keene

Safe, walkable place with broad variety of educational opportunities.

Increase our downtown resident housing stock and population.

Downtown walking only, no motorvehicles on main street from gilbo Ave to court and washington

I love the idea of further developing access to the arts.

A future that becomes more reality based. Instead of the city council voting to ban all gas and diesel vehicles by 2030, instead of banning nuclear weapons, instead of voting for a ceasefire in Gaza, why not address some key issues for the future. Such as do we talk about a 50-100 year project for downtown without including a substantial, modern transportation center.

Tree lined well maintained sidewalks! Inviting downtown with plenty of outdoor seating & green space!Redevelopment of Kingsbury Property!

Preserve our beautiful square and downtown as it is!

KEENE

Walkable, bikeable, connected downtown, with a de-channelizing of the dangerous parts of Beaver Brook

Diverse, environmentally resilient, affordable, welcoming, walkable, vibrant, quaint

Building a Healthy Community!

**Received**

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21-Mar-24

21-Mar-24

8-Apr-24

10-Apr-24

12-Apr-24

12-Apr-24

12-Apr-24

15-Apr-24

16-Apr-24

16-Apr-24

18-Apr-24

19-Apr-24

29-Apr-24

30-Apr-24

4-May-24

20-May-24

22-May-24

22-May-24

30-May-24

17-Jun-24

19-Jun-24

20-Jun-24

22-Jun-24

23-Jun-24

5-Jul-24

**Vision Keene  
Comment Cards  
July 29, 2024**

**Share your voice!** What do you want Keene to look like in 2040? Your feedback will be shared with the City of Keene Master Plan Steering Committee and city staff as they work on updating the city's long-range plan for the growth and development of Keene.

Comments received as of July 29, 2024:

- Drug free, crime free
- Less car accidents
- More events make sure it is posted so the public knows
- Green nature
- More affordable housing options for people of all ages and income levels
- More support for locally owned businesses
- I want Keene to remain as rural as possible
- No more big businesses, no more traffic lights and roundabouts
- No more homeless, we need new ordinances that get these people out and off every street corner