



Master Plan Steering Committee

AGENDA

Tuesday, March 4, 2025

6:00 PM

**City Hall,
2nd Floor Council Chambers**

- I. Call to Order and Roll Call
- II. Minutes of Previous Meeting – February 4, 2025
- III. Presentation
 - a. Magnify Monadnock: Recruiting and Retaining a Modern Workforce – Julie Schoelzel, the Director of Regional Marketing for the Greater Monadnock Collaborative, will discuss trends affecting the region’s workforce. The mission of Magnify Monadnock is to foster economic vitality throughout the Monadnock Region by attracting the next generation of students, residents and workers who seek meaningful careers, strong communities, and an extraordinary quality of life.
- IV. Update on Strategic Pillar Task Forces
- V. Draft Outline for Strategic Pillar Chapter
- VI. Next Steps:
 - a. Prioritization Survey
 - b. Future Land Use Map
 - c. Story Maps
 - d. June 3 Future Summit, 5:00 PM, Heberton Hall
- VII. New Business
- VIII. Next Meeting: Tuesday, April 1, 6:00 PM
 - a. April Agenda preview: Review of draft prioritization survey, overview and feedback on the future land use map, update on youth engagement, presentation from SWRPC regarding regional transportation issues.

City of Keene
New Hampshire

MASTER PLAN STEERING COMMITTEE
MEETING MINUTES

Tuesday, February 4, 2025

6:00 PM

Council Chambers,
City Hall

Members Present:

Harold Farrington, Chair
Alex Henkel, Vice Chair
Leatrice Oram
Joshua Meehan
Alexander Von Plinsky, IV
Joe Walier
Councilor Philip Jones, Alternate (Voting)
Kenneth Kost, Alternate (Voting)
Jay Kahn, Mayor, Alternate (Arrived at 6:19 PM; Voting)

Staff Present:

Mari Brunner, Senior Planner (Remote)
Megan Fortson, Planner
Michael Hagan, Floodplain
Manager/Code Enforcement Officer
(Remote)

Members Not Present:

Councilor Michael Remy
Cody Morrison
Emily Lavigne-Bernier
Dr. Joseph Perras
Elizabeth Wood
Juliana Bergeron
Councilor Catherine Workman, Alternate

1) Call to Order and Roll Call

Chair Farrington called the meeting to order at 6:05 PM.

2) Minutes of Previous Meeting – December 3, 2024

A motion by Councilor Jones to adopt the minutes of the December 3, 2024, meeting was duly seconded by Mr. Walier and the motion carried unanimously.

3) Update on the Strategic Pillar Task Forces

A) Review of Draft Goal Areas for Each Pillar

Megan Fortson, City Planner, provided an update on the Strategic Pillar Task Forces. She explained that over the two weeks before this meeting, the first Task Force meetings had occurred for each of the six Strategic Pillars. She said each one-hour meeting was well attended. Each Task Force received information on the data that had been collected to date via the survey, discussion boards, visioning

26 sessions; they also learned about demographic data and case studies related to each individual Strategic
27 Pillar. After introductory remarks, the consultants sought feedback from the Task Force members. In
28 conjunction with the consultants, Ms. Brunner used that Task Force feedback—along with all the other
29 sources used to collect data throughout the course of this project—to create a short document (presented
30 to the Steering Committee) listing the themes, objectives, and goals identified for each Pillar. Ms.
31 Fortson said that moving forward, the Task Forces would each meet twice more during February and
32 March to continue fleshing out each of the Pillars.

33

34 Ms. Brunner added that the document the Steering Committee received was a high-level summary of
35 some of the emerging themes and goals that had been developed from all the discussions to date. She
36 asked the Steering Committee to review the lists and provide Staff with anything missing or any other
37 feedback. She emphasized that these were not final, but more of a snapshot of where the discussion was
38 at this moment. She said that when developing this handout, she noticed cross-cutting themes under
39 multiple different Pillars that she found interesting. Ms. Brunner read the goal areas for the six Strategic
40 Pillars:

- 41 1. Livable Housing: Boost infill development, remove barriers to housing development, encourage
42 smart growth and housing that reflects community character, increase the diversity of housing
43 types and price points, and address the housing needs of all residents.
- 44 2. Thriving Economy: Expand Keene’s industries, prioritize sustainability and resiliency, attract
45 and grow businesses, strengthen Keene’s position as a leader, foster an inclusive economy, and
46 expand the workforce. Ms. Brunner said that goal to “expand the workforce” might get moved to
47 the Adaptable Workforce Pillar, noting how connected the two Pillars are.
- 48 3. Connected Mobility: Mari stated that some of these goals came from the survey and additional
49 methods of engagement outside of the Task Force meeting. The goals are as follows: Maintain a
50 comprehensive multimodal mobility network that is safe and accessible, aim to eliminate all
51 traffic deaths and major injuries (for local roads), expand mobility options, promote
52 environmentally sustainable transportation options, and improve local and regional connectivity
53 to support economic growth.
- 54 4. Vibrant Neighborhoods: Support a built environment that encourages social connections and
55 interactions, foster relationship building and collaboration, ensure safe and efficient movement
56 around town (aligned with Connected Mobility), ensure a high quality of life for all residents,
57 and cultivate a business-friendly environment.
- 58 5. Adaptable Workforce: Expand credential pathways, broaden partnerships and increase
59 collaboration, meet quality of life needs and reduce workforce barriers (e.g., addressing the need
60 for more childcare options), and prioritize workforce and community health and wellness.
- 61 6. Flourishing Environment: Proactively conserve and protect natural and agricultural landscapes;
62 lead from the front and showcase the benefits of environmental stewardship; promote
63 sustainability through eco-friendly policies, initiatives, and projects; embrace new technologies,
64 strategies, and practices to advance sustainability goals; and leverage partnerships and
65 collaborations to implement sustainability initiatives.

66

67 Ms. Brunner added that throughout all of the Pillars’ goals, there were overarching themes of public
68 health and community well-being. There was also a large theme of accessibility related to age-friendly
69 policies and design. Ms. Brunner continued by stating that a lot of folks have brought up the fact that our

70 population is aging, and anything that we do to improve accessibility will support that age group. She
71 said that participants also continued to regularly mention education, civic engagement, sustainability,
72 and resiliency. Chair Farrington welcomed comments from the Committee.

73
74 When reading about boosting infill development, it reminded Mr. Kost that the Steering Committee had
75 a conversation about all the other areas in Keene that were already developed, underdeveloped, and
76 areas of vast paving, like shopping centers and parking lots. He felt like infill was a desire, which to him
77 sounded like houses-between-houses, yet the City had many of these lots that were acres of pavement
78 ripe for development. So, in conjunction with the Flourishing Environment Pillar, he suggested adding a
79 couple of words in the Master Plan about how to drive development in those areas as well; he thought it
80 would be very important.

81
82 Ms. Oram thanked Ms. Brunner for reading these goals. Ms. Oram was unsure how much these topics
83 were considered “emerging goals,” rather than “themes.” Ms. Oram said some of the language moved
84 beyond “goals” (she would email Ms. Brunner in more detail). For example, Ms. Oram wondered if the
85 Task Force discussed how rational or reasonable the topic of “addressing the housing needs of all
86 residents,” or the others, would be for a 10-year plan. She thought it was unlikely that the City would
87 address all the housing needs of all the residents in Keene in the next 10 years, so she wondered why the
88 City would develop a plan for something it could not achieve. Ms. Oram said there were a few
89 recommended goals from the Task Forces that seemed very lofty to her, and she was unsure of the
90 background conversations. Ms. Brunner said it was a good point. Ms. Brunner continued by stating that
91 in the process, the conversations had still been broad. The first focus group meetings were only for one
92 hour, most of which consisted of the consultants introducing information. So, she thought the second
93 meeting would be more conversational about the specifics, and she said that staff/consultants would be
94 providing them with some guiding questions to ensure they touch on everything desired. Ms. Brunner
95 explained that a part of the Steering Committee’s role would be to filter and screen the Task Forces’
96 feedback through the lens of what is within the City’s realm, what the City could partner with other
97 organizations on, and what is completely outside the City’s realm. While many great ideas would spring
98 from the Task Forces, the City could not be capable of all within a 10–15-year plan.

99
100 Under the Livable Housing Pillar, Chair Farrington said that helping to maintain or upgrade the existing
101 housing inventory had been an acute need in Keene also discussed by other public bodies. For example,
102 he spoke about the number of elderly residents in homes that they could not maintain. Additionally,
103 Chair Farrington was surprised that there was no mention of the Dillant Hopkins Airport under the
104 Connected Mobility Pillar. While it was somewhat addressed under the Flourishing Environment Pillar,
105 Chair Farrington did not want to lose track of energy as a theme overall. Similarly, he did not want to
106 lose track of target population in general, not necessarily under Workforce. Chair Farrington appreciated
107 Staff’s effort and the useful summary.

108
109 Chair Farrington welcomed and introduced the new Community Development Director, Paul Andrus,
110 who was in the process of moving to Keene from New Mexico with his family. Mr. Andrus said he was
111 excited to be here, having grown up in the western NY area. He went to Southern University of NY
112 Binghamton and said he always intended to move back northeast to be close to family in NJ, NY,
113 Boston, and Canada. He was also excited to be doing the really good work happening in Keene and was

114 happy to hopefully add value and support to the table. Mr. Andrus brought 20 years' background in
115 affordable housing, so he was excited to come to a community with a Housing Authority and
116 development partner. He also noted what a hard-working group the Community Development
117 Department staff are and how much pride they take in what they do.

118

119 **4) Topical Presentations:**

120 **A) Keene Hazard Mitigation Planning – Kürt Blomquist, Emergency Management**
121 **Administrator**

122

123 Chair Farrington welcomed the City's former Public Works Director/Emergency Management Director
124 (30 years; retired 2023) and the City Manager's current Emergency Management Administrator to
125 discuss the City's local Hazard Mitigation Plan (HMP) and how it relates to the Master Plan. Mr.
126 Blomquist explained that the City of Keene's HMP is a specialty plan, and it is a locally developed
127 document that identifies potential natural and manmade disasters. While not a requirement, Keene added
128 manmade disasters to its plan. The HMP identifies hazards Keene is subject to and assesses the risks
129 associated with the hazards. Risks primarily mean the probability of an event occurring. For example,
130 Keene is subject to earthquakes, but the risk of an earthquake is relatively low because they do not
131 happen often in NH. Mr. Blomquist explained that as the HMP Risk Assessment identifies the disaster
132 events that could occur in the City, it outlines long-term strategies for how to reduce the impacts of
133 future events. In other words, the plan focuses on resiliency; The plan asks the question of how Keene
134 can reduce the impacts of disaster events so the community can recover and come back to a new version
135 of the way it was. The HMP is required by the Federal Emergency Management Agency (FEMA) and is
136 supposed to be updated every five years. Keene's was last updated in 2018, so this update was late, but
137 Mr. Blomquist said it took some time to get grant funding. However, the HMP is required for the City to
138 receive certain FEMA public assistance funding when a hazard occurs to bring public facilities back
139 online.

140

141 Mr. Blomquist reviewed the following HMP components: Hazard Identification, Vulnerability Analysis,
142 Risk Assessment, Mitigation Strategy Development, Mitigation Actions (connected to the City's five-
143 year Capital Improvement Program), Implementation Plan (outlines intersectional departmental
144 responsibilities), Monitoring & Evaluation, and Community Engagement (e.g., surveys & public
145 meetings). The final HMP must be adopted by the City Council. Next, Mr. Blomquist discussed that
146 Keene is subject to the following natural hazards:

147

- Flooding:

148

- Keene sits in a bowl and has six watersheds within it. Keene discharges to a very flat
149 river, which is called the Ashuelot River.

150

- An issue since special legislation was passed to straighten Beaver Brook in 1870.

151

- Drought:

152

- A greater threat since 2016–2020.

153

- Keene is currently in a moderate drought, which is related to climate change.

154

- Issues with Keene's private wells that are going dry.

155

- Keene operates a water system. The two water supplies for Keene are Babbidge

156

- Reservoir and Woodward Pond in Roxbury, and four gravel-packed wells are scattered

157

- around the City on Court and West Street. Water conservation will need to be addressed.

- 158 • Extreme heat:
 - 159 ○ Mr. Blomquist thought this issue was being under looked, as heatwaves were
 - 160 lengthening. He noted that New England buildings were not designed for extreme heat,
 - 161 but rather were designed for the cold.
 - 162 ○ At this time, there were few large, air-conditioned gathering spaces in Keene in the event
 - 163 of needing to shelter people in the summer months.
- 164 • Wildfire
- 165 • Lightning strikes
- 166 • Tornado wind/downburst/severe wind:
 - 167 ○ Mr. Blomquist said these were increasing compared to his first decade with the City,
 - 168 especially more microevents. For example, there was a recent wind event that affected
 - 169 Tanglewood.
- 170 • Hurricane/tropical storm:
 - 171 ○ Flooding is a greater issue related to hurricanes and tropical storms. Mr. Blomquist
 - 172 recalled past impactful storms and said he thought that with climate change, the City
 - 173 would experience the side effects of these storms more.
- 174 • Earthquakes:
 - 175 ○ While the risk is very low, Keene is subject to earthquakes. He cited a recent 3.4-
 - 176 magnitude earthquake just off the coast of Portsmouth.
 - 177 ○ Mr. Blomquist said that as Public Works Director, he was always waiting for water main
 - 178 breaks because the earth has moved.
- 179 • Severe winter weather:
 - 180 ○ Severe winter weather is another high risk for Keene, along with flooding.
- 181 • Erosion/landslide:
 - 182 ○ Erosion and landslides are fairly high-risk hazards in Keene because areas become very
 - 183 steep as you move away from the urban center in the valley. Steep slopes, combined with
 - 184 drought and heavy precipitation, increase the risk of landslides and erosion.
- 185 • Hazardous materials spills:
 - 186 ○ This is an example of the manmade side of the HMP.
 - 187 ○ Four State highways converge in Keene and the City is a transportation hub, so the risk of
 - 188 a spill is higher.
- 189 • Dam failure:
 - 190 ○ At this time, Keene had five high-hazard dams: Robin Hood Pond, West Street Dam,
 - 191 Babbidge Reservoir, Woodward Pond, and the Three Mile Reservoir (built in 1985 for
 - 192 flooding on the eastside).

194 Mr. Blomquist continued by stating that some other manmade hazards the City was considering included
195 cybersecurity and solar storms that could interrupt communications & emergency services. Those risks
196 would be considered in the HMP.

197
198 Next, Mr. Blomquist showed an example of an Existing Protective Matrix that would come out of the
199 HMP (column headings from left-to-right: Existing Program or Activity, Description/Area Covered,
200 Department or Local Contact, Effectiveness, and Improvements or Changes Needed/Comments). These
201 are existing programs/activities identified that would be protective or increase resiliency. The Matrix

202 covers the various ordinances and programs adopted by the City to protect the community's health and
203 human safety. In addition, the Matrix describes how the ordinances and programs fit into the overall
204 strategy for mitigating hazards, the departments/individuals responsible for them, ratings of their
205 effectiveness, and what things need to change over the next five years to improve them. He also showed
206 an example of existing potential mitigation strategies used in identifying gaps in coverage for flooding
207 to demonstrate how City Staff determine gaps in the current program. Additionally, Mr. Blomquist
208 provided an Implementation Strategy example for flooding from the HMP with priority mitigation
209 actions that also outlines who (leadership), when (deadline), and how (funding source & estimated cost).

210

211 Mr. Blomquist continued. For example, there are properties the City may consider acquiring because
212 FEMA would likely not pay repeatedly for damage to the same structure, so Mr. Blomquist said
213 FEMA's philosophy would be to buy someone out or buy the property before it is developed. So, he
214 questioned whether the City should consider acquiring parcels like those along the Ashuelot River, just
215 south of Tanglewood Estates, for example. In addition to identifying potential properties to acquire, as a
216 part of this project, data was also being collected. For example, he explained that Beaver Brook is prone
217 to flash floods, but there was no collection system to indicate how quickly the brook would rise as water
218 would move through the City. A data collection system would be useful to be able to warn people or
219 look at evacuation plans. So, information was needed to determine what additional monitoring
220 equipment the City should have. Mr. Blomquist also spoke about the age of the City's facilities, such as
221 the Martell Court Pump Station, which is also built in the floodplain next to the Ashuelot-Branch Rivers
222 confluence. So, he said there could be considerations for making those facilities more resilient. There is
223 a page in the HMP about actions the City could take to be more resistant to those events.

224

225 Mr. Blomquist concluded his presentation by explaining that the HMP pulls from a lot of other plans and
226 ties into the Master Plan. The City must consider how the hazards it is subject to reflect on the places it
227 wants to go. If the City were to build more in the rural area to densify, how would the risk of wildfires
228 and erosion in those areas change? What could the City be doing to minimize those risks? He said the
229 HMP looks at the directions the City wants to move in—as outlined in the Master Plan—and determines
230 how to make those directions resilient to the events that occur there.

231

232 Vice Chair Henkel asked if there were any mitigation actions so significant that they should be
233 incorporated as a part of the Master Plan. Mr. Blomquist said he did not necessarily view the Master
234 Plan as a project plan. To him, the Master Plan had always been a high-level document on what the City
235 wants and how it wants to accomplish that. Then, the HMP takes that direction and identifies how to
236 make those areas more resilient. While a goal in the Master Plan could be for the community to be more
237 resilient, an HMP provides the opportunity to become more specific about that resiliency. Mr. Blomquist
238 provided an example of how one hazard, like a wildfire, could require the intersecting coordination and
239 support of multiple City departments (Fire, Public Works, Police, Community Development, and more)
240 and community groups (medical, Eversource, and more). He said it would only become more
241 challenging in the future.

242

243 Mr. Walier asked if there were things in place already in the City that could be prioritized and improved
244 upon moving forward rather than starting over new. Mr. Blomquist said yes, that would be a part of the
245 ongoing evaluation and use of the Protective Matrix he demonstrated. That is how the City evaluates

246 how well it has been doing and how City departments identify projects that should be on the list to
247 submit requests through the process; everything is ultimately driven by the Tax, Water, and Sewer Rates
248 and Fees and what the community is willing to support. He said the HMP suggests how to prioritize
249 things when there are so many hazards that it becomes challenging (e.g., the Fire Department wants
250 three fire trucks, but Public Works wants \$1 million for culverts).

251
252 The Mayor asked and Mr. Blomquist confirmed that the HMP was at the end of its five-year cycle.
253 Mayor Kahn hoped the update would be in place by summer 2025. He asked for a copy of the
254 presentation. Mr. Blomquist agreed to provide the slides and share the current HMP.

255
256 Mayor Kahn stated that had a relative living where there was recently a hurricane in Asheville, NC.
257 Based on what he had learned, the Mayor advised that Keene's HMP was missing a Communications
258 section. Mr. Blomquist said there was a section, but he did not highlight it in this presentation. The
259 Mayor said that when Asheville's internet went down, communications about how severe the localized
260 or generalized impacts were could not reach hazard relief organizations. He said that at this time,
261 Keene's resiliency is weak, with some places that are—in fact—communication islands or deserts,
262 which he said needed to be addressed in the HMP and Master Plan. With various technological issues
263 facing our nation, Mayor Kahn said it would be important for Keene to be on the front edge of
264 communication resilience. Mayor Kahn thought that would be within the community's appetite. While
265 "Communication" does not have a clear category in the Master Plan, he thought it affected every
266 category in the Master Plan.

267
268 The Mayor also expressed again that Keene did not have a forward approach for how to attract climate
269 refugees to Keene's climate resilient location. He believed that there was a case to be made about how
270 resilient Keene's location is to natural hazards and he was unsure if this was a topic to cover in the
271 HMP. He said it would have to emerge from the Master Plan to provide a path forward on population
272 growth, which is one of the priorities this Steering Committee identified for the community.

273
274 Lastly, Mayor Kahn referred back to Vice Chair Henkel's comments about zoning. The Mayor
275 questioned if the HMP creates zoning implications that lead to the Master Plan, or if the Master Plan
276 creates zoning implications independently. Relative to zoning, this HMP could guide the City to the
277 measures it needs to include to make more land available for development. He said that if the City
278 stayed with its current developable land, it would reduce the amount of land for future development
279 because of climate change. So, the Mayor said the City would need to look forward to how to maximize
280 the land it had for zoning and development.

281
282 Mr. Blomquist addressed the Mayor's comments. On communications and connectivity, Mr. Blomquist
283 said Keene is high risk at this time. While more towers are being built, these still have risks because
284 networks are not local and alternative communications plans are needed for when they go down; in
285 addition, businesses need continuity of operation plans. The HMP identifies these risks and
286 vulnerabilities. Mr. Blomquist talked again about reducing the risk of erosion on hillsides by potentially
287 limiting development in certain areas. The HMP is connected to the City's other planning efforts to
288 guide decision making that will help the community be more resilient. Mr. Blomquist said these hazards
289 *would* happen; he recalled 40% of downtown being underwater in 2005 and said it would happen again.

290 He said these various channels exist to help people recover quickly, move through an event, and get
291 their lives back together as quickly as possible. Mr. Blomquist spoke again about how the City's various
292 plans, like the HMP and Master Plan, work together to reduce risks.

293
294 Ms. Oram said she understood mitigation to be about reducing (hopefully) the likelihood of the impact
295 of a future disaster, whatever it may be. Having had an HMP in place for so long, she asked how the
296 City accounted for its liabilities, like Brownfield sites, which would also be impacted by future disasters.
297 Mr. Blomquist said it was a good question and that it went back to the risk, the vulnerability, the action
298 that could cause something to happen, as well as what the City could do in the long-term that would
299 reduce the Brownfield's impacts. He briefly commented on the history of Brownfields and that they are
300 a result of learning from past decisions, citing manufacturing examples in Keene.

301
302 Mr. Meehan said this conversation was interesting because it made him think of what the Master Plan is
303 intended to accomplish. It struck him that it was much like developing a strategic plan for the City. He
304 was thinking about Mr. Kost's comments about infill, which were distinctly different than the discussion
305 about using land differently on West Street, and then Mr. Meehan heard this presentation. Through all of
306 that, Mr. Meehan cautioned about using so many nebulous terms of art so that it would result in a Master
307 Plan that is not particularly useful to the City Council and staff. For example, Mr. Meehan said that
308 Flourishing Environment is not necessarily the same thing as sustainability. He was worried about vague
309 terms once the Master Plan is fleshed out that would make it hard to implement.

310
311 Mr. Blomquist followed up with an example regarding infill development. He said that sometimes, you
312 must ask why properties remain undeveloped. For example, on the southeast side of Carpenter Street
313 and continuing south, there are empty lots that look great for houses, but they flood during heavy rains.
314 He said there were a list of properties the City had reviewed in the past that were wide open for
315 development but when considering Zoning and Master Planning, he said there were reasons they had not
316 been developed upon. Mr. Blomquist explained, for example, that the reason all the houses on Brook
317 Street were on a hill was because those who built there knew of the basement flooding potential. All
318 these risks and vulnerabilities must be taken into consideration when developing policies to minimize
319 impacts later.

320
321 Mr. Kost followed up on Mr. Meehan's comments. Mr. Kost noted that there are rules for where
322 development is permitted in floodplains and wetlands, though he imagined potential issues with people
323 wanting to build in privately owned wetlands or floodplains. So, he wondered if the Master Plan could
324 build in directives with a vision against building in those locations (i.e., recommending building on the
325 hillsides); except for private owners/developers. He suggested linking it to other City restrictions, as
326 suggested, to provide more areas for stormwater absorption. Mr. Kost thought there was a lot that the
327 City could do to take ownership of keeping people from building in unideal areas. Mr. Blomquist
328 restated his opinion that the Master Plan is a high-level document, and he did not believe that the Master
329 Plan should list specific properties. Rather, the Master Plan could list conditions to take into account. He
330 said the Master Plan is a high-level document with guiding principles for the next 20 years. He did not
331 encourage digging deeper into the specifics. Mr. Blomquist encouraged understanding the risks and how
332 to minimize them. Mr. Kost said that there would be a Land Use Plan/Future Land Use Map in the
333 Master Plan that would identify flood areas and wetlands, and he asked if that could be where the

February 4, 2025

334 Steering Committee could specify what he was describing, not exactly what should go in those land
335 areas. Mr. Blomquist said yes, and that section of the Master Plan should be reflective of high-risk areas.

336

337 Mayor Kahn asked when the updated HMP would be available. Mr. Blomquist said he anticipated it
338 coming to Council for adoption in June 2025 and the Mayor said that timing would be interesting for
339 this Steering Committee. The Mayor elaborated more on the communication difficulties in Asheville,
340 NC, commenting on the business impacts; banks could not transact, and businesses could not use credit
341 card machines. So, he said that is all a part of flood mitigation. Mayor Kahn also pointed out that if the
342 City wants to grow, it will need to put boundaries on that. He said that began to address Mr. Kost's point
343 about the interface of Zoning and risk compared to opportunity. Mayor Kahn questioned what the
344 City's goal/vision for growth is.

345

346 **B) Floodplain Programs – Mike Hagan, Floodplain Manager**

347

348 Chair Farrington welcomed Mike Hagan, the City's Floodplain Manager & Code Enforcement Officer,
349 to discuss the FEMA Community Rating System (CRS) program and flood map updates. Mr. Hagan
350 began with some history. Keene has been participating in the National Flood Insurance Program (NFIP)
351 since 1983. The NFIP plays a critical role in protecting both homeowners and businesses from financial
352 losses due to flooding. In the early 2000s, Keene opted into the CRS, which is a voluntary program that
353 encourages communities to adopt higher regulatory standards. These higher standards help to reduce
354 flood risks, improve resilience, and protect community property values. Thanks to Keene's participation
355 in the CRS program, at the time of this meeting, the City was at Level 8, which helps participating
356 homeowners to reduce their flood insurance rate. It is also more affordable than some other communities
357 that are in the same risk category and same risk area outside of Keene who are paying \$3,000/year for
358 flood insurance. Whereas flood insurance policies in Keene at this time were approximately \$1,200/year
359 depending on the property and house. By participating in this program and having those high regulatory
360 standards, Keene not only gains added resiliency, but also the reduced flood insurance rate on a yearly
361 basis. Additionally, Keene qualifies for FEMA grants for properties that could be identified as at-risk
362 that would help with Keene's resiliency and mitigate flood risks.

363

364 Mr. Hagan explained that the CRS is regulated by the flood insurance rate maps for Keene, which the
365 City adopted on May 23, 2006. These maps are critical for determining flood risks and setting insurance
366 rates for properties. On December 5, 2024, FEMA sent the City new preliminary maps and provided the
367 City 30 days to review them. City Staff took their time to make sure the City's information matched and
368 did find some discrepancies. The City provided a large packet back to FEMA to try to correct some of
369 those discrepancies.

370

371 Mr. Hagan described the next steps in the preliminary map change. As a part of that process, the City
372 planned to host some public meetings in the upcoming months to encourage property owners to review
373 the preliminary maps, provide feedback, voice concerns, ask questions, and engage in discussions about
374 the potential impacts of the new maps. He said there were a lot of new properties identified in the
375 floodplain, so Staff were reviewing how that would affect overall development in the area. If property
376 owners believe there are inconsistencies in the preliminary maps, they would have an opportunity to file
377 a formal appeal with FEMA. Mr. Hagan said the City's goal was to ensure that the updated maps were

378 accurate and reflected Keene’s flood risk, and that the property owners would have a chance to address
379 any of their concerns. Additionally, at the February 20, 2024, City Council meeting, the Council would
380 receive updates to the Floodplain Ordinance to allow for appeals and variances, which is a requirement
381 set through the State of NH. If adopted, there would a process for appeal by interpretation to the Zoning
382 Board of Adjustment, or a variance, if someone feels the City has interpreted its Ordinance or higher
383 regulatory authority incorrectly. Mr. Hagan concluded by stating that Keene remains committed to
384 effective floodplain management through its participation in the NFIP and FEMA CRS program. This is
385 a commitment that helps to protect the community by reducing flood insurance costs and providing
386 access to funding for flood mitigation. The City was actively working with FEMA to address any of the
387 differences in the flood maps and was encouraging residents to participate in the flood map roll out and
388 review.

389
390 Mr. Kost asked where the maps would be available online and questioned if they would be available via
391 FEMA or the City of Keene. Mr. Hagan said the Keene Communications team was putting together a
392 full webpage with exact sites in which residents could search for their specific addresses on the maps to
393 identify the changes. He said FEMA did a good job through a third party to roll out a good program
394 compared to times in the past. The City hoped to have their webpage up by approximately February 10.
395

396 Mayor Kahn asked the end date of the 90-day appeal period. Mr. Hagan explained that there was a 30-
397 day appeal period for the City and then the City had a community outreach meeting for staff
398 participating in the NFIP to review the process. The 90-day appeal period had not started yet because it
399 was pending all the feedback from Cheshire County, as not just Keene was getting the updated maps.
400 Mr. Hagan expected to hear the beginning date of the 90-day period soon. This was why the City was
401 developing its own separate website so all information would be available to the public.

402
403 All this information presented would be available to the Steering Committee via staff.

404
405 **C) Housing Vulnerability Analysis – Planning Staff**

406
407 Ms. Brunner led a presentation on the Housing Vulnerability Analysis that was conducted as a part of
408 the Housing Needs Assessment that took place in 2023. Keene’s existing housing stock has been and
409 continues to be at risk of being lost or deteriorating in quality. To review housing resiliency in Keene,
410 staff asked for this Housing Vulnerability Analysis, and the consultants looked at three specific housing
411 stock aspects: (1) properties directly in harm’s way (floods), (2) the nature of those properties (condition
412 and quality), and (3) houses in areas with a high concentration of households that may struggle to
413 manage and recover from hazards. Data was used from the Assessing Department, such as whether the
414 houses were in good, fair, or poor condition relative to other homes of the same age, or census blocks
415 that may struggle to manage a hazard and recover from it afterward (e.g., seniors or low-income
416 residents). Ms. Brunner showed a table displaying the various criteria titled “City of Keene: Housing
417 Vulnerability Index Criteria and Scoring,” which listed the various scores and weighting for flood
418 vulnerability (located in FEMA Floodway, FEMA 100-year floodplain, FEMA 500-year floodplain, in
419 area flooded in 2005, or in area flooded in 2012), housing condition (classified as poor or very poor,
420 built prior to 1940, built 1940–1960), and socioeconomic demographics (located in High Senior

421 Concentration Census Block Group, located in High Poverty Census Block Group, or located in
422 Moderate Poverty Census Block Group). For example, flooding was weighted very high risk.

423
424 Next, Ms. Brunner showed the geospatial maps of the combined flood risks/hazards that included the
425 Floodway, the 100-year Floodplain, the 500-year Floodplain, and the areas that flooded in 2005 and
426 2012. She also showed a map of the housing properties that intersect with previously flooded areas, a
427 map of housing properties in census block groups with high concentrations of senior households, and a
428 map of housing properties built prior to 1960. There were many more maps available online in the
429 Housing Needs Assessment.

430
431 Ms. Brunner explained that the consultants layered all these maps to arrive at the Housing Vulnerability
432 Index map and table. At this time, 6.4% of the existing housing in Keene was ranked high vulnerability,
433 15.9% was moderate vulnerability, and 77.8% was low vulnerability. She wanted to provide the
434 Committee with this information before the next presentation to highlight that a lot of highly vulnerable
435 properties in Keene tended to be clustered in similar areas and neighborhoods; subsequently, this
436 information suggested that neighborhood-focused interventions or programs could be highly effective.
437 Additionally, while most housing that ranked highest in vulnerability were single-family properties,
438 many small multi-family properties were also found to be highly vulnerable. Also, a lot of the highly
439 vulnerable houses were older than houses that ranked lower in condition, suggesting that there would
440 need to be strategies to account for both rental properties and homeowner-occupied properties.

441
442 Ms. Brunner concluded that overall, the Housing Needs Assessment found that between 4,230–4,560
443 households would need new, improved, or alternate living arrangements over the upcoming 10 years. A
444 part of that would be an estimated need for 1,400 new housing units. She said a bigger part of that would
445 be better utilizing the City’s existing housing stock and investing in it, so it does not become obsolete
446 over the next 10 years, which the City was technically already a few years into; 274 housing units were
447 estimated to become obsolete and require replacement. The Housing Needs Assessment included a
448 strategy at the end, with the second being to improve the condition, resiliency, and utilization of the
449 City’s housing stock. The first suggested strategy being to create a Citywide housing rehabilitation and
450 resiliency program.

451
452 Chair Farrington asked if Ms. Brunner knew where the City stood against the estimated need for 1,400
453 new housing units. Ms. Brunner said she could get that data, noting that to meet that goal, the City
454 would need to add 140 dwelling units per year and had not been meeting that goal. Though, she thought
455 there had been some movement toward that goal recently. Chair Farrington was curious as to how steady
456 the City’s progress toward the goal was, noting his firsthand experience with a lot of larger projects. Ms.
457 Brunner said that in terms of what had been approved, she thought the City was doing okay, but in terms
458 of what was being built, she thought it was a different story.

459
460 **D) 21 in 21 Home Upgrade Program – Keith Thibault, Southwestern Community**
461 **Services**

462
463 Chair Farrington welcomed Keith Thibault, Chief Development Officer at Southwestern Community
464 Services (SCS), to talk about the 21 in 21 program that SCS had been operating collaboratively with the

465 City since 2021. He said the program had exceeded its goal of fully weatherizing and rehabilitating 21
466 homes, and that resources remained to continue doing so because not as much money was being spent
467 on rehabilitation. The money was raised through the Community Development Finance Authority's
468 (CDFA) Tax Credit Program, and Mr. Thibault said that SCS was greatly assisted by former Mayor
469 George Hansel to raise those funds and turn those Tax Credits into cash for the 21 in 21 program. For
470 context, Mr. Thibault said this was the result of him, Med Kopczynski (former City Manager and
471 Economic Development Director), and Rhett Lamb (former Community Development Director), talking
472 about the importance of the middle neighborhoods for the City, and how those neighborhoods had been
473 sort of co-opted by Keene State College (KSC). In a larger sense, Mr. Thibault said this was a
474 collaboration that had never happened before with this small social service agency, SCS, which had
475 been running a very small weatherization program since the 1970s. The weatherizing program had
476 assisted approximately 100 homes (low-to-moderate income) in Cheshire and Sullivan Counties. SCS is
477 the local Community Action Agency.

478
479 Mr. Thibault said those middle neighborhoods in Keene are sometimes overlooked for new development
480 but are a very important asset in the community and house a lot of diverse people. He said it would be
481 important to identify those neighborhoods and what to do with them as assets in the Master Plan. Can
482 the City find collaborators like SCS in those neighborhoods? He said SCS would ultimately work on
483 approximately 35 homes and 20 properties throughout some of those neighborhoods in Keene that were
484 the most difficult. He said that importantly, the City helped SCS to identify the proper neighborhoods to
485 go to. City Planning and Code Enforcement together put SCS into neighborhoods of 50–75 properties
486 and 50 homeowners. To date, SCS had gone through four neighborhoods. He said these would not be
487 improvements someone would notice when driving down the street; weatherization is insulation
488 underneath roofs or new heating systems that are energy efficient moving forward. This was a strategic
489 approach to identify and invest in Keene's middle neighborhoods. Keene is unique, with over 5,000
490 homes within walking distance of downtown. So, Mr. Thibault stated that is a unique opportunity and
491 statistics that should be invested in moving forward; for example, more than 5,000 people in single- and
492 multi-family homes are in Keene who can walk downtown on any given day—festivals aside—and keep
493 the shops employed. Mr. Thibault noted that an important ongoing focus in these diverse neighborhoods
494 had been flood mitigation. For example, he said Water Street, River Street, and Brook Street had all
495 been made more resilient over the years by various entities, which he thought was critical to the City of
496 Keene. He said the City wanted to protect these neighborhoods and allow them to grow, as evidenced by
497 the planned Robin Hood Park Renovations, the Marlboro Street Corridor, and more. There had been a
498 concerted effort to invest in these neighborhoods because they are vital economic drivers of the
499 community. However, they are vulnerable as time goes on, too.

500
501 Mr. Thibault continued, stating that he thought 21 in 21 was a good attempt at a public-private
502 partnership to put a positive light on the neighborhoods and show that the City truly wanted these
503 neighborhoods to grow, thrive, survive, and continue to be an asset to the community moving forward.
504 He added that his favorite things were Pat Russell Park at the center of the neighborhood and the recent
505 demolition of the Findings (Wright silver polish) building. He also cited an example of weatherizing and
506 rehabilitating the roof of a home on Carroll Street that would be impactful for the individual and make
507 the home resilient in the future. Mr. Thibault spoke of there needing to be a larger climate of
508 collaboration, stating that it could not only be the City, and citing the potential for involvement of KSC

509 and private business, etc., to help ensure that neighborhoods are not overlooked (e.g., the Marlboro St.
510 corridor). He wanted to ensure that Mr. Lamb and Mr. Kopczynski's effort—not forgetting about what is
511 right here, right now—would be carried on. Mr. Thibault did not think the City had forgotten, but he
512 encouraged even more private-public partnerships in the City's Master Planning for its middle
513 neighborhoods. He thought it would pay off long-term. Mr. Thibault provided a little more history. In
514 the beginning of the CDFA Tax Credit Program, 10 local businesses contributed immediately, anything
515 from \$10 to \$100,000. He said the City of Keene had fleshed out and used this Tax Credit Program well
516 over the years. C&S Wholesale Grocers had been a major investor in the Tax Credit Program.

517
518 Mr. Thibault also noted that there was an Eastside Neighborhood Association and suggested promoting
519 other active neighborhood groups, so the City does not try to accomplish everything alone. He thought
520 that more broad neighborhood coalitions would benefit the community at large. As a sidenote on climate
521 resiliency, Mr. Thibault mentioned that statistically, the safest place in the United States is Storrs, CT,
522 because it is not prone to natural disasters like floods, landslides, and earthquakes. He did not envy the
523 Steering Committee in considering how to prepare for something largely unpredictable that it had been
524 discussing, like solar storms. Mr. Thibault concluded by reminding the Committee that SCS was
525 available to explore further collaborations with the City, as the agency supports all the communities it
526 serves.

527
528 Mayor Kahn asked if Mr. Thibault was participating in the Eastside Neighborhood Association. Mr.
529 Thibault said he was not at this time, but SCS would like to participate more formally in the
530 neighborhoods it works in because it owns properties in so many of them. The Mayor noted that
531 promotion and understanding of the 21 in 21 (2021) program was slow to evolve, with the program
532 continuing into 2025. The program was still in the same neighborhoods and more than five years later,
533 so the Mayor thought Mr. Thibault/SCS could add value to the Eastside Neighborhood Association and
534 its direction into the future. Mr. Thibault said he would like to contribute to the Neighborhood
535 Association. He thanked the Steering Committee for welcoming him.

536
537 **5) New Business**
538

539 Mr. Von Plinsky said the Steering Committee had talked about the dangers of building in floodplains.
540 He wanted to drive home the fact that all the Steering Committee's decisions would have an impact, one
541 way or the other. Developing upland is not in a vacuum; for example, houses on slopes or further up the
542 hill, while they may not be in floodplains, will make future flooding events worse. So, as the Steering
543 Committee moved forward with discussing areas to promote development, Mr. Von Plinsky wanted to
544 ensure that it was not just considering how to keep everyone out of floods, but how to do that in a way
545 that does not make the flooding events worse in the future. Chair Farrington said it was a good
546 perspective and a reason Mr. Von Plinsky was on the Steering Committee.

547
548 Mayor Kahn said he and the Chairman had discussed the importance of incorporating more data in this
549 process. The Mayor was pleased to see that the two Task Forces he was participating in were both
550 bringing in data, such as the Housing Study from 2023. However, since this Master Plan would be
551 viewed in 2027, he requested that staff convey to the consultants that all involved would benefit from
552 receiving the most up-to-date data they could acquire. Chair Farrington agreed.

553

554 **6) Next Meeting: Tuesday, March 4 at 6:00 PM**

555 **7) Adjournment**

556

557 There being no further business, Chair Farrington adjourned the meeting at 7:45 PM.

558

559 Respectfully submitted by,

560 Katie Kibler, Minute Taker

561 February 11, 2025

562

563 Reviewed and edited by,

564 Emily Duseau, Planning Technician

565



OVERARCHING THEMES

These overarching themes extend beyond the pillars of Vision Keene 20-Forward and will be incorporated throughout the Comprehensive Master Plan as they have been identified as crucial to the success of Keene's future.



TASK FORCE #1 GOALS

Livable Housing	Boost infill development.	Remove barriers to housing development.	Encourage smart growth and housing that reflects community character.	Increase diversity of housing types and price points.	Address the housing needs of all residents.
Thriving Economy	Expand Keene's industries.	Prioritize sustainability and resiliency.	Attract and grow businesses.	Strengthen Keene's position as a leader.	Foster an inclusive economy.
Connected Mobility	Maintain a comprehensive multimodal mobility network that is safe and accessible.	Aim to eliminate all traffic deaths and major injuries on local roads.	Expand mobility options that are convenient and attractive.	Promote environmentally sustainable transportation options.	Improve local and regional connectivity to support economic growth.
Vibrant Neighborhoods	Support a built environment that encourages social connections and interactions.	Foster relationship-building and collaboration.	Ensure safe and efficient movement around town.	Ensure a high quality of life for all residents.	Cultivate a business-friendly environment.
Adaptable Workforce	Expand credential pathways.	De-silo efforts, broaden partnerships, and increase collaboration.	Meet quality of life needs and reduce workforce barriers.	Prioritize workforce and community health and wellness.	Expand workforce.
Flourishing Environment	Proactively conserve and protect its natural and agricultural landscapes.	Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.	Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.	Embrace new technologies, strategies, and best practices regarding sustainability.	Leverage partnerships and collaborations to better implement sustainability initiatives.

Flourishing Environment

Champion environmental stewardship and climate action.

- Proactively conserve and protect the natural and agricultural landscape.
- Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.
- Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.
- Embrace new technologies, strategies, and best practices regarding sustainability.
- Leverage partnerships and collaborations to better implement sustainability initiatives.

Adaptable Workforce

Foster a future-ready, abundant, and diverse workforce.

- Expand credential pathways.
- De-silo efforts, broaden partnerships, and increase collaboration.
- Meet quality of life needs and reduce workforce barriers.
- Prioritize workforce and community health and wellness.
- Expand workforce.

Vibrant Neighborhoods

Support vibrant community neighborhoods that reflect their unique culture and identity.

- Support a built environment that encourages social connections and interactions.
- Foster relationship-building and collaboration.
- Ensure safe and effective movement around town.
- Ensure a high quality of life for all residents.
- Cultivate a business-friendly environment.

Livable Housing

Expand enticing housing options for all.

- Boost infill development.
- Remove barriers to housing development.
- Encourage smart growth and housing that reflects community character.
- Increase diversity of housing types and price points.
- Address housing needs of all residents.

Thriving Economy

Grow a dynamic economy of the future that spans local to international.

- Expand Keene's industries.
- Prioritize sustainability and resiliency.
- Attract and grow businesses.
- Strengthen Keene's position as a leader.
- Foster an inclusive economy.

Connected Mobility

Build regional and local connectivity, transportation, and recreation networks.

- Maintain a comprehensive multimodal mobility network that is safe and accessible.
- Aim to eliminate all traffic deaths and major injuries on local roads.
- Expand mobility options that are convenient and attractive.
- Promote environmentally sustainable transportation options.
- Improve local and regional connectivity to support economic growth.

Flourishing Environment
Champion environmental stewardship and climate action.

- Proactively conserve and protect the natural and agricultural landscape.
- Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.
- Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.
- Embrace new technologies, strategies, and best practices regarding sustainability.
- Leverage partnerships and collaborations to better implement sustainability initiatives.

Adaptable Workforce
Foster a future-ready, abundant, and diverse workforce.

- Expand credential pathways.
- De-silo efforts, broaden partnerships, and increase collaboration.
- Meet quality of life needs and reduce workforce barriers.
- Prioritize workforce and community health and wellness.
- Expand workforce.

Vibrant Neighborhoods
Support vibrant community neighborhoods that reflect their unique culture and identity.

- Support a built environment that encourages social connections and interactions.
- Foster relationship-building and collaboration.
- Ensure safe and effective movement around town.
- Ensure a high quality of life for all residents.
- Cultivate a business-friendly environment.

Livable Housing
Expand enticing housing options for all.

- Boost infill development.
- Remove barriers to housing development.
- Encourage smart growth and housing that reflects community character.
- Increase diversity of housing types and price points.
- Address housing needs of all residents.

Thriving Economy
Grow a dynamic economy of the future that spans local to international.

- Expand Keene's industries.
- Prioritize sustainability and resiliency.
- Attract and grow businesses.
- Strengthen Keene's position as a leader.
- Foster an inclusive economy.

Connected Mobility
Build regional and local connectivity, transportation, and recreation networks.

- Maintain a comprehensive multimodal mobility network that is safe and accessible.
- Aim to eliminate all traffic deaths and major injuries on local roads.
- Expand mobility options that are convenient and attractive.
- Promote environmentally sustainable transportation options.
- Improve local and regional connectivity to support economic growth.

Flourishing Environment
Champion environmental stewardship and climate action.

- Proactively conserve and protect the natural and agricultural landscape.
- Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.
- Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.
- Embrace new technologies, strategies, and best practices regarding sustainability.
- Leverage partnerships and collaborations to better implement sustainability initiatives.

Adaptable Workforce
Foster a future-ready, abundant, and diverse workforce.

- Expand credential pathways.
- De-silo efforts, broaden partnerships, and increase collaboration.
- Meet quality of life needs and reduce workforce barriers.
- Prioritize workforce and community health and wellness.
- Expand workforce.

Vibrant Neighborhoods
Support vibrant community neighborhoods that reflect their unique culture and identity.

- Support a built environment that encourages social connections and interactions.
- Foster relationship-building and collaboration.
- Ensure safe and effective movement around town.
- Ensure a high quality of life for all residents.
- Cultivate a business-friendly environment.

Livable Housing
Expand enticing housing options for all.

- Boost infill development.
- Remove barriers to housing development.
- Encourage smart growth and housing that reflects community character.
- Increase diversity of housing types and price points.
- Address housing needs of all residents.

Thriving Economy
Grow a dynamic economy of the future that spans local to international.

- Expand Keene's industries.
- Prioritize sustainability and resiliency.
- Attract and grow businesses.
- Strengthen Keene's position as a leader.
- Foster an inclusive economy.

Connected Mobility
Build regional and local connectivity, transportation, and recreation networks.

- Maintain a comprehensive multimodal mobility network that is safe and accessible.
- Aim to eliminate all traffic deaths and major injuries on local roads.
- Expand mobility options that are convenient and attractive.
- Promote environmentally sustainable transportation options.
- Improve local and regional connectivity to support economic growth.

Flourishing Environment
Champion environmental stewardship and climate action.

- Proactively conserve and protect the natural and agricultural landscape.
- Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.
- Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.
- Embrace new technologies, strategies, and best practices regarding sustainability.

Adaptable Workforce
Foster a future-ready, abundant, and diverse workforce.

- Leverage partnerships and collaborations to better implement sustainability initiatives.
- Expand credential pathways.
- De-silo efforts, broaden partnerships, and increase collaboration.
- Meet quality of life needs and reduce workforce barriers.
- Prioritize workforce and community health and wellness.

Vibrant Neighborhoods
Support vibrant community neighborhoods that reflect their unique culture and identity.

- Expand workforce.
- Support a built environment that encourages social connections and interactions.
- Foster relationship-building and collaboration.
- Ensure safe and effective movement around town.
- Ensure a high quality of life for all residents.
- Cultivate a business-friendly environment.

Livable Housing
Expand enticing housing options for all.

- Boost infill development.
- Remove barriers to housing development.
- Encourage smart growth and housing that reflects community character.
- Increase diversity of housing types and price points.
- Address housing needs of all residents.

Thriving Economy
Grow a dynamic economy of the future that spans local to international.

- Expand Keene's industries.
- Prioritize sustainability and resiliency.
- Attract and grow businesses.
- Strengthen Keene's position as a leader.
- Foster an inclusive economy.

Connected Mobility
Build regional and local connectivity, transportation, and recreation networks.

- Maintain a comprehensive multimodal mobility network that is safe and accessible.
- Aim to eliminate all traffic deaths and major injuries on local roads.
- Expand mobility options that are convenient and attractive.
- Promote environmentally sustainable transportation options.
- Improve local and regional connectivity to support economic growth.

Flourishing Environment
Champion environmental stewardship and climate action.

- Proactively conserve and protect the natural and agricultural landscape.
- Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.
- Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.
- Embrace new technologies, strategies, and best practices regarding sustainability.
- Leverage partnerships and collaborations to better implement sustainability initiatives.

Adaptable Workforce
Foster a future-ready, abundant, and diverse workforce.

- Expand credential pathways.
- De-silo efforts, broaden partnerships, and increase collaboration.
- Meet quality of life needs and reduce workforce barriers.
- Prioritize workforce and community health and wellness.

Vibrant Neighborhoods
Support vibrant community neighborhoods that reflect their unique culture and identity.

- Expand workforce.
- Support a built environment that encourages social connections and interactions.
- Foster relationship-building and collaboration.
- Ensure safe and effective movement around town.
- Ensure a high quality of life for all residents.
- Cultivate a business-friendly environment.

Livable Housing
Expand enticing housing options for all.

- Boost infill development.
- Remove barriers to housing development.
- Encourage smart growth and housing that reflects community character.
- Increase diversity of housing types and price points.
- Address housing needs of all residents.

Thriving Economy
Grow a dynamic economy of the future that spans local to international.

- Expand Keene's industries.
- Prioritize sustainability and resiliency.
- Attract and grow businesses.
- Strengthen Keene's position as a leader.
- Foster an inclusive economy.

Connected Mobility
Build regional and local connectivity, transportation, and recreation networks.

- Maintain a comprehensive multimodal mobility network that is safe and accessible.
- Aim to eliminate all traffic deaths and major injuries on local roads.
- Expand mobility options that are convenient and attractive.
- Promote environmentally sustainable transportation options.
- Improve local and regional connectivity to support economic growth.

Flourishing Environment
Champion environmental stewardship and climate action.

- Proactively conserve and protect the natural and agricultural landscape.
- Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.
- Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.
- Embrace new technologies, strategies, and best practices regarding sustainability.
- Leverage partnerships and collaborations to better implement sustainability initiatives.

Adaptable Workforce
Foster a future-ready, abundant, and diverse workforce.

- Expand credential pathways.
- De-silo efforts, broaden partnerships, and increase collaboration.
- Meet quality of life needs and reduce workforce barriers.
- Prioritize workforce and community health and wellness.
- Expand workforce.

Vibrant Neighborhoods
Support vibrant community neighborhoods that reflect their unique culture and identity.

- Support a built environment that encourages social connections and interactions.
- Foster relationship-building and collaboration.
- Ensure safe and effective movement around town.
- Ensure a high quality of life for all residents.
- Cultivate a business-friendly environment.

Livable Housing
Expand enticing housing options for all.

- Boost infill development.
- Remove barriers to housing development.
- Encourage smart growth and housing that reflects community character.
- Increase diversity of housing types and price points.
- Address housing needs of all residents.

Thriving Economy
Grow a dynamic economy of the future that spans local to international.

- Expand Keene's industries.
- Prioritize sustainability and resiliency.
- Attract and grow businesses.
- Strengthen Keene's position as a leader.
- Foster an inclusive economy.

Connected Mobility
Build regional and local connectivity, transportation, and recreation networks.

- Maintain a comprehensive multimodal mobility network that is safe and accessible.
- Aim to eliminate all traffic deaths and major injuries on local roads.
- Expand mobility options that are convenient and attractive.
- Promote environmentally sustainable transportation options.
- Improve local and regional connectivity to support economic growth.

Flourishing Environment
Champion environmental stewardship and climate action.

- Proactively conserve and protect the natural and agricultural landscape.
- Lead from the front by becoming a leader in sustainability, showcasing the benefits of environmental stewardship.
- Effectively and efficiently promote sustainability through eco-friendly policies, initiatives, and projects.
- Embrace new technologies, strategies, and best practices regarding sustainability.
- Leverage partnerships and collaborations to better implement sustainability initiatives.
- Expand credential pathways.
- De-silo efforts, broaden partnerships, and increase collaboration.
- Meet quality of life needs and reduce workforce barriers.
- Prioritize workforce and community health and wellness.
- Expand workforce.
- Support a built environment that encourages social connections and interactions.
- Foster relationship-building and collaboration.
- Ensure safe and effective movement around town.
- Ensure a high quality of life for all residents.
- Cultivate a business-friendly environment.

Adaptable Workforce
Foster a future-ready, abundant, and diverse workforce.

Vibrant Neighborhoods
Support vibrant community neighborhoods that reflect their unique culture and identity.

- Boost infill development.
- Remove barriers to housing development.
- Encourage smart growth and housing that reflects community character.
- Increase diversity of housing types and price points.
- Address housing needs of all residents.
- Expand Keene's industries.
- Prioritize sustainability and resiliency.
- Attract and grow businesses.
- Strengthen Keene's position as a leader.
- Foster an inclusive economy.
- Maintain a comprehensive multimodal mobility network that is safe and accessible.
- Aim to eliminate all traffic deaths and major injuries on local roads.
- Expand mobility options that are convenient and attractive.
- Promote environmentally sustainable transportation options.
- Improve local and regional connectivity to support economic growth.

Livable Housing
Expand enticing housing options for all.

Thriving Economy
Grow a dynamic economy of the future that spans local to international.

Connected Mobility
Build regional and local connectivity, transportation, and recreation networks.