



A Guide for Community Driven Regional Land Use and Transportation Planning

June 2008



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CTAP: A Guide for Community Driven Regional Land Use and Transportation Planning

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Executive Summary

Linking Transportation and Land Use

The landscape of New Hampshire has changed radically over recent decades and increased reliance on automobiles has drastically altered how we live. A combination of factors has led to a shift in our communities and we are now faced with the need to address a number of issues to ensure a high quality of life for all citizens.

Open space and farmland have been carved up by roads, houses, and malls, making it difficult at times to get from place to place without a car. Combined with pressures from new commercial developments, historic commercial districts and downtown centers have faced mounting challenges.

Historic urban centers already have the infrastructure in place to support growing populations. If revitalized and maintained, these centers can support a strong local economic base and provide a great quality of life for both residents and businesses.

In addition to the loss of vibrant community centers, the automobile has allowed people to live further away from the goods and services they need, and increased worker commute times and distances are becoming more common. The effects of this on a community are enormous. Not only is there damage to the environment, but long commute time is also linked to a decreased quality of life—people have less free time to get involved in their towns, see friends or feel engaged with their communities and are spending more of their income on transportation fuels.

Fortunately, there is no shortage of successful responses to these national issues. Implementing some innovative land use tools can lead to revitalized downtowns and cities complete with linked bike/pedestrian paths, expanded public transportation options and mixed-use zoning in village and urban centers. Concentrating development in the downtown centers uses existing resources and reduces the need for new roads and public services. This may indirectly protect open space from development. Also, new residential developments can incorporate elements to minimize their environmental impact, making walkable neighborhoods a priority, and making efforts to keep schools and parks within a ten minute walk.

There is the opportunity through the Community Technical Assistance Program, CTAP, to support vibrant communities with strong local economies, thriving downtowns, open space and recreation options, affordable housing, and a good quality of life for residents

Proactive vs. Reactive Planning

Proactive planning at the regional and community levels can help ensure that qualities that make New Hampshire communities strong today will continue to do so in the future. Planning for our future now will encourage a quality of life that includes economic and social opportunities, as well as a strong sense of community for New Hampshire residents.

What this growth ultimately looks like will depend on the planning and forethought of local and regional communities in which this growth is realized.

Maintaining livable communities comes from both maintaining the current needs of the community and planning for future needs. Therefore, it is important for community members to constantly evaluate not only the status-quo of their communities but how the needs of their communities are changing over the near and long-term future.

CTAP helps communities meet the wide range of challenges faced in the region by providing technical assistance and access to tools to proactively plan for growth.

Community Members Decide Where and How Resources Are Used

CTAP is unique because the New Hampshire Department of Transportation (NH DOT) did not predetermine the specific type of assistance that communities can receive. Instead, the NH DOT engaged local governments, local non-profit organizations, community groups, and state, regional, and federal agencies in planning the technical assistance that is needed and working together to provide this assistance over a five-year period.

Knowledge Sharing Among Communities, Agencies and Regional Planning Commissions

The four regional planning commissions of the CTAP region have shared their resources and joint training on programs. One of the major accomplishments from this collaboration was the development of uniform standards for overlays on GIS mapping for the CTAP region, use of uniform software, and protocol for local build-out analysis.

Communities have had opportunities to learn from each other at CTAP conferences and community meetings. Most recently, a display of some communities' use of their discretionary grant funds was presented at the May 22, 2008 Community Meeting. Community members had the chance to share their experiences with innovative community efforts.

First \$2 Million of CTAP Budget Approved by Consensus

The first \$2 million of the budget for the first two phases of programs was approved by consensus by the CTAP community. In Year One each of the working groups met twice to develop recommended activities for Year One. The working group co-chairs used the recommendations from the summer working groups to define thirteen Year One programs and applied a preliminary budgetary cost and timeline to each program. On September 14, 2006 the Steering Committee met to review the recommendations made by the summer working groups and approved the Year One CTAP Programs.

In Phase Two, the working groups met again to prioritize activities for the next phase. These activities were then presented to the wider CTAP community on May 31, 2007 to vote on their top choices. The Steering Committee then took these priorities and developed the programs for Phase Two.

Leverage of Resources from Other Partners

CTAP has attracted new partners and begun to collaborate on a number of other initiatives in the region. Partner programs to date include:

- The December 2, 2006 CTAP Fall Training Conference, organized by the New Hampshire Office of Energy and Planning. (NH OEP)
- Aerial Photographs provided by the NH DOT
- Social Capital Assessments be conducted by the New Hampshire Charitable Foundation (NHCF).
- The Municipal GIS Pilot Project lead by the collaborative effort of NH DOT, NH Geographically Referenced Analysis and Information Transfer System (NH GRANIT), and the Technology Transfer Center/ Local Technical Assistance Program (LTAP) Exchange at the University of New Hampshire (UNH)
- The development of the Natural Services Network (NSN) through a collaboration of the Jordan Institute, the regional planning commissions in the CTAP corridor, NH Department of Environmental Services (NH DES), NH Department of Fish & Game, Society for the Protection of New Hampshire Forests (SPNHF), NH Audubon, UNH, and Complex Systems
- The Transit Investment Study, a cooperative agreement with the Massachusetts Executive Office of Transportation, the Federal Highway Administration, and Federal Transit Administration.
- Staff support from SPNHF on open space planning
- Implementation of the Inclusionary Zoning Implementation Program (IZIP) with the New Hampshire Housing and Finance Authority (NHHFA)
- Support from the NH Coalition for Sustaining Agriculture in implementing the Assistance in Support of Agricultural resources program
- Collaboration with UNH Cooperative Extension in the Innovative Local Government Training program.

Implementation on Year One Has Been Successful – Phase Two is on the Way

To date, the programs of Year One have been successfully implemented. A few of these programs are completed and many are still in progress. The Phase Two programs are currently in progress.

Introduction

The Community Technical Assistance Program (CTAP) is a comprehensive growth management initiative by the New Hampshire Department of Transportation (NH DOT) to support a region of 26 towns and cities in the area surrounding the reconstruction of I-93. CTAP is designed to provide technical assistance to these communities on sound land-use planning practices to minimize the unplanned and negative effects of growth on community services, remaining open space, schools, existing traffic patterns, quality of the environment, and existing residential and commercial zones. The NH DOT, with the assistance of Antioch New England Institute, has engaged the public and a broad cross-section of stakeholders including local governments, the non-profit sector, the business sector, and governmental agencies to identify assistance priorities. Through collaboration with stakeholders, CTAP's unique structure allows communities to manage growth based on the specific needs of a town such as open space, community services, residential development, traffic, and community preservation.

This document, **CTAP: A Guide for Community Driven Regional Land Use and Transportation Planning**, provides the process of which the program has developed. It starts with initial strategic planning process, leads to development of the goals and strategies and finally describes the outputs of CTAP. Recommendations and next steps are provided at the conclusion of this document.

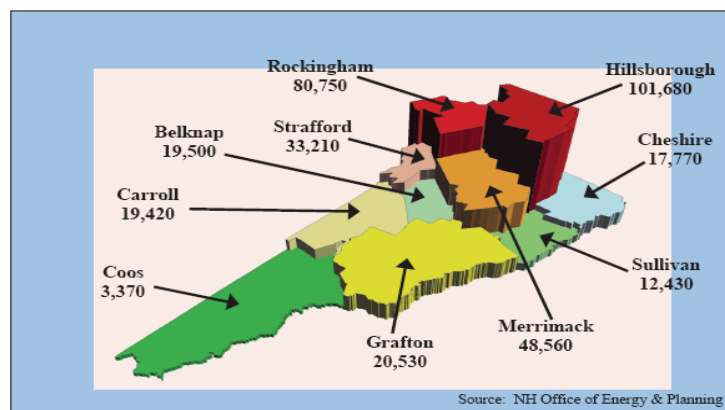
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Chapter 1: CTAP – Building a Regional Vision and Approach

1.1 Why CTAP?

1.1.1 Integrating Land Use and Transportation Planning

In 2005 NH DOT Commissioner Murray said *“if we do land use planning at the local level and transportation at the state level, both will fail.”* The Community Technical Assistance Program (CTAP) aims to address disconnects between state and local planning through a collaborative and participatory process. It was spearheaded by the NH DOT in response to concerns expressed about the expansion of I-93. The NH DOT and other early partners worked for two years prior to 2005 to develop the program, with heavy input from local governments, regional planning commissions, non-governmental organizations, and other state and federal agencies. A committee of these groups was established and now forms the current CTAP Steering Committee.



New Hampshire's projected population increase 2000-2005.

Source: New Hampshire's Changing Landscape. Published by the Society for the Protection of New Hampshire Forests.

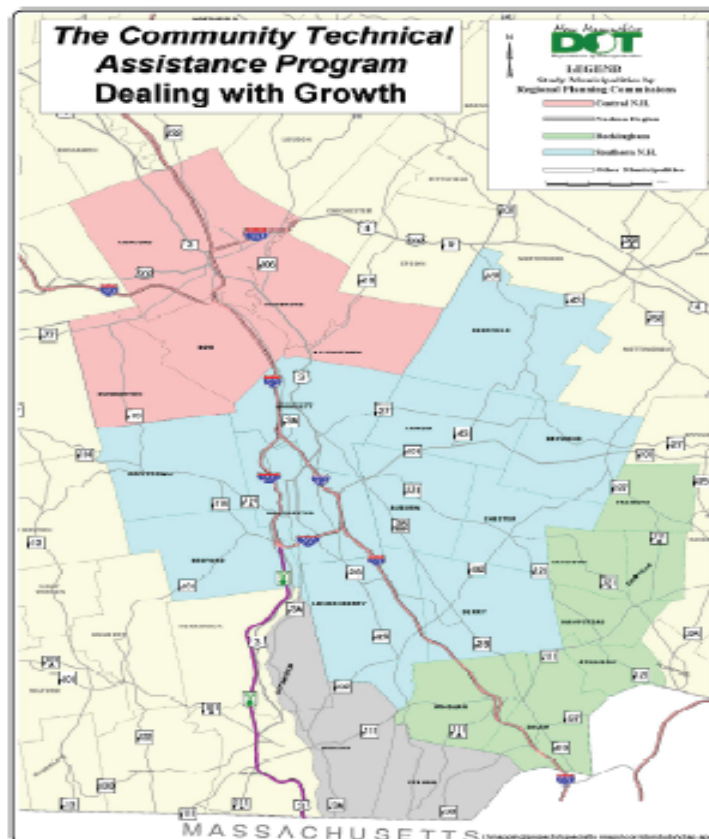
The direct correlation between improved transportation corridors and population growth and land use patterns is increasingly recognized by local, regional, state, and federal planning organizations. The illustration above (source: SPNHF) documents the rapid growth in the CTAP corridor region. As these connections between transportation, population growth, and land use patterns become better understood communities are faced with the difficult challenges associated with adopting new planning principles and practices. Planning in the 21st century communities must address these new trends and learn how to work with new partners to solve today's problems.

“There is a close relationship between land use and transportation, and unplanned growth poses significant adverse effects on both” NHDOT Commission Carol Murray

1.1.2 Unique to CTAP

CTAP is unique because it has been designed to substantially change common approaches to growth planning by utilizing a traditional New Hampshire tactic: managing growth locally by supporting local governments. However, CTAP is a new approach to community and regional planning in that it recognizes the critical link between transportation and land use planning. CTAP's focus is to assist communities in taking control of their future. As opposed to a reactionary approach to community planning, the program helps communities define how they want to look and feel and what they need in order to achieve their articulated goals.

The 26 CTAP Corridor Communities



Allenstown	Atkinson	Auburn	Bedford
Bow	Candia	Chester	Concord
Danville	Deerfield	Derry	Dunbarton
Fremont	Goffstown	Hampstead	Hooksett
Hudson	Litchfield	Londonderry	Manchester
Pelham	Pembroke	Raymond	Salem
Sandown	Windham		

1.1.3 What and How CTAP Resources Will Be Provided

During the development of the Salem to Manchester project, the public raised issues about growth. The NH DOT established a commitment to provide the I-93 corridor region with resources for dealing with the challenges of growth. The NH DOT has allocated \$3.5 million to provide a comprehensive Community Technical Assistance Program (CTAP) dealing with issues of growth in a 26 city/town region that will be influenced by the planned I-93 reconstruction.

The types of assistance will include:

- Training, Education and Marketing
- Planning Tools and Analyses
- Specific Planning & Technical Assistance

The overall goals for providing the assistance are that:

- It is a regionally focused effort, providing towns with better planning capabilities,
- The types of assistance communities could receive were not predetermined, and
- It actively involves local governments, local nonprofits, and state government agencies in the decision making process.

1.2 Approach

1.2.1 CTAP: A New Approach to Community and Regional Planning

CTAP was never intended to hand down a definitive mandate. The money earmarked by the NH DOT for CTAP did not predetermine the specific form of assistance that the 26 communities would receive. Instead, during the strategic planning and implementation process, local governments, non-profits organizations, community groups, and regional, state, and federal agencies have joined through a series of Community Meetings, Working Sessions, and Steering Committee Meetings to plan the technical assistance needed in the corridor region. These groups are now actively working together to provide assistance programs which were decided through a consensus decision-making process.

1.2.2 Early Framing of CTAP Approach

Before the formal strategic planning process began in 2005, NH DOT and other early partners framed the CTAP initiative so that it could be far reaching and work towards systemic changes in how communities traditionally respond to new major growth pressures. CTAP was also framed to actively engage numerous stakeholders and to build regional social capital. The following are some of the key principles that guided the early development of the CTAP initiative.

- NH DOT and others groups organizing this initiative recognized that this effort was needed as a key element of a major interstate transportation enhancement project that will result in regional growth.

- The overall goals of this initiative were framed to preserve and enhance the local quality of life, with a regional perspective. An early workgroup defined quality of life to include environmental health, public health, open space, economic vitality, and social capital.
- NH DOT stated their commitment to a comprehensive five-year, \$3.5 million growth planning program that would involve a number of stakeholder groups, including an impact area of 26 towns and cities, five of which are in the primary impact area immediately adjacent to I-93. Initially the stakeholder groups would include
 - *Corridor Community Committee* (comprising representatives from each of the governing bodies of each local government within the corridor)
 - *Agency (or Technical) Committee* (consisting of federal, state and regional governmental stakeholders)
 - *NGO Committee* (consisting of environmental, business, and social services non-profits)
 - *Steering Committee* (consisting of representatives from each of the previous three committees)

These stakeholders and others were to be engaged in a five-year process of understanding and addressing the ramifications of the I-93 project and other growth pressures on communities in the corridor.

- The initiative was defined to have a five-year time frame with the goal that it evolves to be self-sustaining after the formal project period. It was hoped that this would provide enough time for this region to focus on and start addressing numerous difficult growth-driven challenges and to institutionalize desired systemic changes.
- The overall project commitment was to provide technical assistance to communities to implement sound land-use planning practices. This initiative was framed as a joint effort of communities, state agencies, and nonprofits. It was framed using an overall systems approach to develop a wide base of local and regional support.
- This program was planned utilizing an open, inclusive public process to set priorities. Based upon these priorities the initiative provides a range of technical and in-kind resources to local government boards and regional planning commissions.
- There were many key partners and organizations involved which brought a wide range of resources related to innovative land use planning, conservation, and social capital building. It was anticipated that many other New Hampshire partners would want to participate and contribute to this initiative. There was also the goal of leveraging additional in-kind support (staff, technical assistance, and financial) from these participating partners and organizations.

- Finally NH DOT and other early partners anticipated that the future Steering Committee would play a key leadership role in encouraging program strategies that are regional versus local in focus.

1.2.3 Core Values of the CTAP Approach

CTAP is based on the strongly held New Hampshire belief that in order to effectively address community concerns there needs to be broad community support for agreed courses of action. The program builds upon approaches in planning that have been successful in New Hampshire, emphasizing the connection between land use and transportation. The program does not attempt to centralize the decision-making process. Instead, it works to engage as many community members as possible in a variety of ways and working forums.

CTAP has maintained a number of core values as part of the strategic development and implementation plan. These core values were frequently shared at forums and other events. They include:

- embracing the critical role of collaborative participatory problem solving, recognizing a broad diversity of views, values, and knowledge
- promoting awareness of potential strategies and tools for effectively managing growth to support the values and priorities of New Hampshire communities
- maintaining transparency in the decision making process
- supporting local community leadership development, focusing on a willingness to face the array of challenges inherent in growth planning
- supporting opportunities for learning from experts and from each other,
- enhancing the level of understanding among all participating communities to establish and maintain a common ground for understanding
- building working relationships between communities and between different constituency groups to effectively work on growth issues of regional concern
- seeking and leveraging additional support of knowledge and resources

1.3 Strategic Planning Process

1.3.1 Six-Month Strategic Development Process

A six-month strategic planning process included 65-80 representatives per session from the 26 local governments in the I-93 corridor, representatives of regional NGOs, and state, regional, and federal agencies. The services of Antioch New England Institute were acquired to plan and facilitate this process.

The guiding principles of the strategic planning process were:

- Not expert driven
- Raise the base level of knowledge of all participants
- Support building of positive relationships between the wide range of participants
- No “silver bullets”, meaning there is no straightforward solution

- Meet the needs of local communities

This process was designed to address the technical challenges of local and regional pro-active growth planning and the affiliated adaptive leadership and social change challenges. The technical challenges of growth management are complex but there are numerous documented and tested effective strategies that have been successful in other regions of this country. The adaptive leadership and social change issues are more intractable challenges. These include issues of networks, policy change processes, systems management, regional cooperation, coordination with partners, etc. Technical changes can frequently occur at a rate that exceeds the capacity for the requisite social change. The strategic planning process was designed to support the rate of potential social change that would be needed in order to implement logical technical changes related to effectively managing growth. This strategic planning process was completed during a 6-month period.

1.3.2 Kick-Off Meeting - Visioning a Future

In order to achieve a regional vision for communities in the I-93 corridor, CTAP created a common vision that was shared by a variety of constituency groups and stakeholders. The process of creating a vision for the I-93 corridor region started on December 1, 2005 with a “kick-off” community forum. This forum brought together nearly 100 representatives of communities, Non-Government Organizations (NGOs), and state and federal agencies and guided them through a process of mapping a future for the corridor region. The keystone activity of this forum was the creation of a vision map, which addressed the question, *“Twenty years from now...if there is sustained growth...how do you want this region and your community to look, to feel, to have as a home?”* Participants generated a wealth of ideas, and a vision for the region’s future emerged. Although this visioning process served as the foundation for multi-year programs, this forum was just the beginning of the work necessary to translate the overall ideas and goals of the regional vision into a specific scope of work. Based on priorities set by the participants, a few of the major (highest priority) ideas from the Vision include:

- Preserve New Hampshire’s open space and rural character
- Balance economic growth and development
- Interconnected green infrastructure
- Affordable housing
- Mixed housing and business into new centers of communities
- Stable and consistent funding system for local government
- Vibrant Main Streets
- Walkable neighborhoods
- Plan both locally and cooperatively throughout the region
- 10 minute access to 10 acres

A complete list of the results of the visioning process are described in Appendix B. (Session date: 12-1-05)



Creating the CTAP Community Vision

1.3.3 Scoping Session 1: Assess Approaches and Resources

This large group session worked to review previous successful (and unsuccessful) approaches, actions, and events that were effective (or not effective) with planning, managing, and directing growth. Participants also assessed resources lacking for their community that are needed in order to plan for growth. This assessment included a written survey form that was provided to each of the 26 local governments prior to this session. At this session, Resource Book #1 Project Overview and Instruction to Proactive Planning was provided to all participants. The prioritization of local government needs is located in Appendix A. (Session date: 1-19-06)

1.3.4 Scoping Session 2: Identify and Prioritize Goals, Barriers, and Strategies

The second session focused on translating the vision map into prioritized goals. The 65 participants worked to identify existing barriers that were in the way of achieving each of these goals (economic, political, social, organizations, knowledge, etc.). The group then developed and prioritized preferred strategies and approaches that are most likely to address these barriers. The list of the goals (below) along with identified barriers and preferred strategies and approaches are described in Appendix B.

CTAP Goals:

- A. Economic Vitality** - Provide a livable wage for all local residents, provide a solid business base, ensure an adequate supply of affordable and workforce housing, and have sustainable and balanced economic growth and tax base.

- B. Business Development** - Support broad-based business development that provides local employment and living wages.
- C. Agriculture** - Strengthen local farms and preserve farmland; encourage food self-sufficiency.
- D. Rural Working Landscapes**- Protect and maintain lands, infrastructure, and economic systems that support local farming and forestry.
- E. Environmental Protection** – Protect natural resources in conjunction with economic needs. Protect natural resources and environmental health, including groundwater and aquifers, wildlife and wildlife corridors.
- F. Green Infrastructure and Open Space** - Establish and conserve an inter-connected green infrastructure by preserving open space such as farmlands, productive forests, wildlife corridors, recreation areas, rivers, and other natural areas. Ensure convenient public access to open space, parks, and recreation opportunities.
- G. Funding Municipal Services** – Assist local governments in establishing stable, consistent funding approaches for public infrastructure and services.
- H. Delivering Municipal Services** - Ensure continuation of strong town services and schools: so municipal services such as schools, fire, and police protection are able to grow sustainability to meet projected growth, and provide for world class public schools.
- I. Regional Cooperation** - Develop and support new methods of regional cooperation to support local government delivery of public services, allocate some financial resources on a regional basis, meet environmental quality, and open space objectives.
- J. Downtowns and Community Centers** - Target and support development and redevelopment in existing downtowns and community centers, reusing built infrastructure, and rehabilitating buildings of historic value. Promote walkable downtowns and villages, consistent with historic patterns in the region.
- K. Vibrant Communities** - Support and encourage cultural resources (arts, music), safe neighborhoods, diverse populations in communities (in terms of ages and economic class), and opportunities for parks and recreation. Foster an atmosphere wherein community members: are involved in their local communities, know their neighbors, volunteer in their communities, and participate and engage in civic dialogue about local issues.
- L. Transportation** -Promote safe, efficient, accessible, and diverse multi-modal transportation solutions to services and goods, including bicycle and pedestrian paths, inner-city and intra-city transit options, and park and ride systems.
- M. Innovative Land Use Patterns** - Ensure a mixture of different land use types that include commercial, industrial, and residential development which emphasizes compact development in town centers, encourages environmental remediation, takes into account the impacts on natural environment and resources, and limits adverse impacts on rural character.
- N. Rural Character and Small Town Feel** - Maintain unique and diverse rural character and small town New England feel with vibrant town centers and main streets, walkable neighborhoods, and historic preservation of buildings and landscape.
- O. Housing** - Ensure a diversity of housing stock that is affordable for a range of income levels, renovate historic and existing structures, ensure buildings are energy efficient, and housing decisions reflect local needs and priorities of all socio/economic groups.

A total of 72 barriers were identified in achieving the 15 overall goals (from Vision Map). The types of barriers fall into a wide range of categories that include: political, economic, technical, financial, organizational, legislative, and behavioral.

Examples of a few barriers identified include:

- Developers and conservationists are pitted against each other.
- Land use decision-makers may not understand environmental impact of their decisions and they fear litigation.
- There is a lack of funding (vs. escalating land prices) to protect open space
- No transportation alternatives to single occupancy vehicles (SOV)

A full list of the identified barriers along with specific strategies is included in Appendix B. Resource Book #2 Technical Assistance and Resource Identification was provided to all participants. (Session date: 2-16-06)

1.3.5 Scoping Session 3: Set Priorities and Allocate Resources

Prior to this last session of the strategic planning process, all of the data collected from the prior work sessions and written surveys sent out to the corridor communities were synthesized. The summary results were reported out to the session participants. An election for Steering Committee members was held. The Steering Committee was responsible for taking this synthesized information and developing specific annual work plans. The local government representative from each of the 26 corridor communities voted using “CTAP Voting Dollars” to set their priorities for funding five general types of assistance. The categories and the overall priorities from this voting is shown below.

Allocation of CTAP Funding by Type of Program:

- Public Awareness (Outreach): 8.5%
- Training: 9.5%
- Technical Assistance- Direct: 46%
- Technical Assistance-Tools, Models, Resources, and Analysis: 23%
- Pilot Projects & Regional Cooperative Initiatives: 13%

Resource Book # 3 Proactive Growth Management Strategies, was provided to each participant. (Session date: 3-16-06)

1.4 Results of Strategic Planning Process

The results of this six month process were passed on the newly elected Steering Committee. The facilitators of the strategic planning process assisted in this transitional process.

Chapter 2: Goals and Strategies

2.1 Overview

2.1.1 Introduction to Theme Groups

The CTAP programs aim to achieve goals that reach across four over-arching themes and 10 sub-themes. These goals were derived from the visioning session at the December 5, 2005 Kick-Off Meeting. CTAP themes and sub-themes are:

- **Theme A -- Community Infrastructure:** 1) Funding and Delivering Municipal Services, 2) Regional Cooperation, 3) Housing, and 4) Transportation
- **Theme B -- Environment Protection, Land Use, and Open Space:** 1) Environmental Protection and Land Use, and 2) Open Space Protection
- **Theme C -- Downtown/Village Centers and Community Vitality:** 1) Downtown and Village Centers, and 2) Community Vitality.
- **Theme D -- Local Economy:** 1) Economic Vitality and Business Development, and 2) Agriculture and Working Rural Landscapes.

In 2006, Year One priority actions that needed to be immediately undertaken were identified. Recommendations for these actions were developed by CTAP stakeholders who divided into working groups according to the above themes. These priorities are reflected in the Year One programs. This chapter provides a framework for CTAP activities for years 2-5 that will eventually need to be undertaken in order to keep the I-93 corridor moving towards the CTAP goals.

To establish the years 2-5 framework the theme working groups met during the spring of 2007. The theme working groups drew from ideas that had previously been identified in earlier public forums and brought some of their own ideas to the table. The recommendations included in this chapter were identified by the working group co-chairs and Steering Committee members and reviewed by the larger CTAP community at the Community Meeting on May 31, 2007. Based on the input from the theme working groups and stakeholders at the May 31 event, the theme working group co-chairs and the Steering Committee created the Phase Two program.

2.2 Themes and Subthemes

2.2.1 Theme A: Community Infrastructure

Introduction

Community infrastructure is the basic facilities and services needed for the functioning of a community, such as transportation and communications systems, housing, water and power lines, and public institutions including schools, post offices, and prisons. New Hampshire local governments and schools need adequate, stable, and consistent funding for public infrastructure and services, especially alternatives to increasing local property taxes. By working together to plan for and address growth impacts, communities can efficiently improve the delivery of local government services. Municipalities in New Hampshire and elsewhere are using a range of innovative land-use approaches to expand the availability of affordable housing in their communities. From a transportation perspective effective growth management involves land-use planning that accommodates pedestrian and bicycle safety and mobility, provides and enhances public transportation service, improves connections within the existing road network, and promotes multi-modal transportation options.

Sub-theme 1: Funding and Delivering Municipal Services

Many New Hampshire communities are faced with the challenge of how to afford the increasing demands for municipal services and infrastructure due to significant growth. Communities can benefit from assistance in adequately planning for long-term infrastructure needs and identifying alternative, stable sources of funding to pay for infrastructure needs associated with new development. Impact fees are an alternative funding mechanism that has been used successfully in many communities throughout New Hampshire, including 22 of the 26 towns in the CTAP region.

Goals and Outcomes

Goals

- Assist local governments in establishing stable, consistent funding approaches for public infrastructure and services
- Ensure continuation of strong municipal services and schools so that they continue to provide quality services and meet projected growth

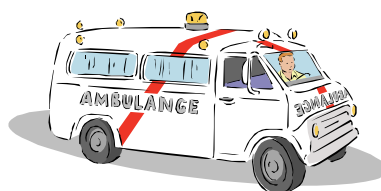
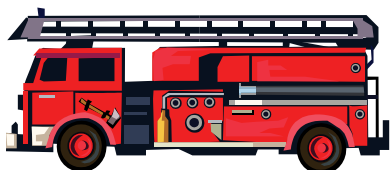
Outcomes

- Adequate and stable funding for local government and school infrastructure and services
- Adequate quantity and quality of municipal infrastructure and services

Potential Long Term Strategies and Actions

CTAP will support a range of actions to assist communities develop adequate funding to meet long-term community infrastructure needs. These actions include:

1. ***Providing local governments and school boards with the tools, technical assistance, and training they need to assess and plan for infrastructure needs***, including conducting audits of the current state of infrastructure, providing new tools to estimate future growth, and assistance in developing/or updating Master Plans and Capital Improvement Plans.
2. ***Assisting local governments and schools in identifying alternative external funding sources for infrastructure expansion and services***, including identifying local alternative revenue sources, conducting workshops on how to implement alternative revenue sources, and help in adopting a system of alternative revenue generating sources such as impact fees.
3. ***Helping engage in dialogue with community members***, including undertaking community outreach efforts to gauge community member's expectations of municipal and school services, and provide clear and concise information to the public about costs of providing different levels of services.
4. ***Identifying the needs for installation, extending, and upgrading municipal water and sewer system for higher density housing and economic development.***



Sub-theme 2: Regional Cooperation

Overview

Local officials throughout the CTAP planning area have identified the need to better coordinate municipal services throughout the region. Development impacts do not stop at the town borders, and development in one town can have a direct impact on the growth patterns in a neighboring town. By working together to plan for and address growth impacts communities can efficiently improve the delivery of local government services.

Goals and Outcomes

Goals

- Develop and support new methods of regional cooperation that enhance local government delivery of public services while ensuring environmental quality
- Allocate financial resources on a regional basis

Outcomes

- More cost-effective and innovative regional approaches to the delivery of municipal and school services

Potential Long Term Strategies and Actions

CTAP will support a range of actions to foster greater communication and cooperation among communities in support of meeting long-term community infrastructure needs. These actions include:

1. ***Exploring mechanisms for promoting regional cooperation among communities to help address infrastructure and service needs***, including facilitating multi-regional dialogues focused on specific infrastructure and service needs, conducting a regional inventory of existing tools and resources, and identifying approaches for regional tax sharing for funding specific infrastructure and service needs.
2. ***Promoting greater communication, education, and understanding among local officials, regional planning commissions, and the public***, including educating the public on the importance of regional planning as a means for reducing duplication of resources and facilitating cooperation among communities and informing the public about regional impacts using real data.
3. ***Strengthening regional approaches to plan for and address development that has regional impacts***, including providing support to regional planning commissions to participate in projects that are regional in nature and/or have regional significance, developing and maintaining regional databases and GIS, and establishing a formal system for regional information sharing on specific development proposals.
4. ***Exploring how to address specific infrastructure needs on a regional basis***, including conducting regional assessments of specific infrastructure needs, services and capacity in partnership with regional planning commissions, convene local officials and regional

planning commissions to educate and facilitate the benefits of regional cooperation, and facilitating dialogue between Boards of Selectmen and Planning Commissions.

5. ***Propose legislation and work with NH Legislature***, including working with the NH legislature to adopt new laws that strengthen the development review process at a regional level, explore enabling legislation that allows Boards of Selectmen to enter into multi-town agreements, and increasing funding for infrastructure on a regional basis.



Sub-theme 3: Housing

According to a 2004 report by the NH Housing Finance Authority, New Hampshire is facing a critical housing shortage in all price categories, especially in affordable units.¹ Demand for housing in New Hampshire has increased steadily with population growth, along with the price of housing. Municipalities in New Hampshire and elsewhere are using a range of innovative land-use approaches to expand the availability of affordable housing in their communities.

Goals and Outcomes

Goals

- Ensure an adequate supply of affordable housing stock for a range of income levels that reflects local needs and priorities

Outcomes

- Adequate supply of affordable and workforce housing

Potential Long Term Strategies and Actions

CTAP will support a range of actions to ensure an adequate supply of affordable housing for a range of income levels. These actions include:

1. ***Utilizing a range of innovative land-use approaches to expand affordable housing***, including reviewing and updating existing zoning ordinances to ensure that they do not unreasonably limit or restrict affordable housing, encouraging the preparation of neighborhood or village revitalization plans, allowing for mixed-uses, mixed densities, and mixed income housing, providing density bonuses to developers for constructing affordable units, and exploring the use of "Inclusionary Zoning" which provides incentives to property owners to produce affordable housing units.
2. ***Encouraging energy efficient and green construction***, including assessing current planning and building regulations, encouraging the use of energy rating programs to inform buyers about efficiency levels, considering the idea of adopting building codes with energy efficiency standards, and providing financial incentives to developers to use energy efficient building techniques.
3. ***Working with local and/or state agencies and legislative bodies to expand the availability of affordable housing***, identifying incentives, disincentives, barriers, and solutions to affordable housing, giving towns more authority to address and remove barriers to affordable housing, and exploring new regional housing authorities or expand NH Housing Finance Agency to develop and manage affordable housing in small towns.
4. ***Preserving and renovating historic buildings***, including conducting inventories of historic properties within the community, identifying available resources for renovating historic properties, and considering the idea of adopting demolition ordinances that make it more difficult to demolish historic buildings.

¹ Housing Solutions for New Hampshire, 2004. Prepared for the NH Housing Finance Authority by Jeffry H. Taylor and Associates, Concord, NH.

Sub-theme 4: Transportation

How a transportation network is implemented clearly affects the land use pattern, and land use patterns often dictate how transportation systems are set up. The continued growth of New Hampshire's population, coupled with increasing automobile dependency and sprawl development patterns are overburdening New Hampshire's transportation system and causing adverse impacts on quality of life. From a transportation perspective effective growth management involves land-use planning that accommodates pedestrian and bicycle safety and mobility, provides and enhances public transportation service, improves connections within the existing road network, and promotes multi-modal transportation options.

Goals and Outcomes

Goals

- Promote safe, efficient, accessible, and diverse multi-modal transportation solutions for services and goods

Outcomes

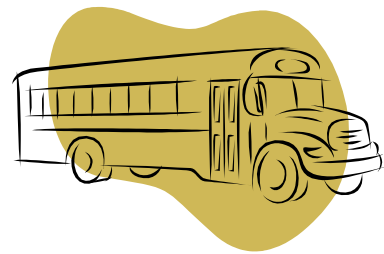
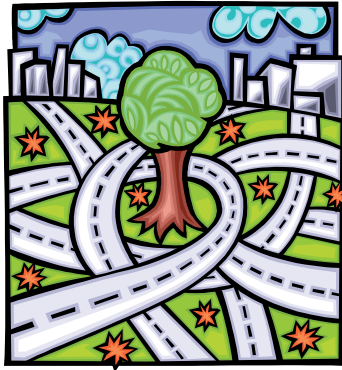
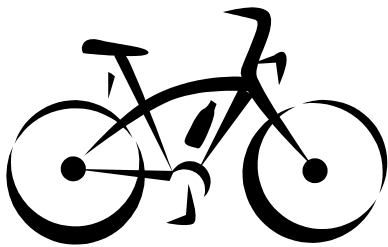
- Mobile, reliable, safe and diverse transportation systems for delivery of services, goods, and people

Potential Long Term Strategies and Actions

CTAP will support a range of actions to promote safe, efficient, accessible, and diverse multi-modal transportation solutions. These actions include:

1. ***Develop major transportation corridor plans to protect transportation investment and encourage better transportation corridor and land-use***, including identifying critical and threatened transportation corridors, establishing priority transportation corridors, and creating a corridor committee to develop a corridor plan, undertake public outreach, and assess transport aspects and the changing land use of each corridor.
2. ***Improving existing local transportation network***, including conducting an analysis of transportation needs along the I-93 expansion corridor and identifying gaps in existing plans, ensuring that local roads are designed to meet local needs, and providing funding for traffic impact studies.
3. ***Directing more money toward alternative transit***, including conducting an inventory of existing funding options and maximizing and leveraging government transportation money, re-orienting expenditures of transportation dollars to focus on how to most efficiently transport goods and people, and implementing steps identified in NH Transit Investment Study.
4. ***Improving coordination among public and private transit providers to help those individuals without easy access to transportation***, including inventorying existing transit service providers and users, conducting feasibility studies that identify areas of future need, and expanding and creating additional brokerage programs systems among public transit providers.

5. ***Promoting bicycle and pedestrian paths, inner-city and intra-city transit options, and park and ride systems into new town master plans,*** including working with regional planning commissions and local governments to connect transportation and land-use in and across local master plans and projects, educating stakeholders on how to implement "transit-oriented development," raising public awareness about and involvement in alternative transit, creating incentives to improve coordination between transportation planning and land-use at the local level, and promoting and planning multi-modal transportation and land-use options.



2.2.2 Theme B: Environmental Protection, Land Use and Open Space

The long-term environmental health of New Hampshire depends on communities maximizing the use of existing infrastructure in existing developed areas, minimizing the amount of land used for new development, and maximizing environmental protection of our natural resources. Municipalities can minimize the adverse environmental impacts of development through thoughtful land-use planning that takes into consideration location and design. Municipalities can protect open space while accommodating new growth by identifying critical undeveloped lands and implementing plans that incorporate a range of land-use and financial incentive programs designed to protect these lands.

Sub-theme 1: Environmental Protection & Land Use

Overview

Unmanaged and poorly planned growth can undermine the foundations of a healthy environment. It can compromise critical natural resources and diminish essential ecosystem functions that are vital to human health, including depletion and degradation of water resources, degradation of air quality, and increased generation of waste. Furthermore, it is important that communities work together to protect certain natural resources, such as critical water supply lands and other water supplies.

Goals and Outcomes

Goals

- Protect natural resources in harmony with meeting economic needs of the region
- Protect natural resources and environmental health, including ground water and aquifers, wildlife, and wildlife corridors

Outcomes

- Municipalities cooperating on environmental issues of regional impact, including watersheds, greenways, and open space
- Minimized adverse impacts of existing and new development on natural resources

Potential Long Term Strategies and Actions

CTAP will support a range of actions to protect natural resources and the environment. These actions include:

1. ***Developing a shared understanding among all stakeholders on how to minimize the environmental impact of development through location and design***, including convening working groups of diverse stakeholders in selected towns to facilitate shared understanding and conducting a series of trainings for developers, town officials, and non-profit organizations on model approaches.
2. ***Assisting communities in preparing and adopting development standards that minimize environmental impacts***, including educating stakeholders about the benefits and basic elements of Minimum Impact Development, developing a shared understanding among diverse stakeholders on how to minimize environmental impact of development, assisting

town officials in preparing, finalizing, and adopting innovative land-use guidelines that minimize the environmental impacts of development.

3. ***Improving education, training, and technical assistance for planning boards and developers***, including providing planning boards with resources to plan for and effectively respond to major development projects and minimizing adverse development impacts, conducting a comprehensive outreach and education program for developers on how to comply with appropriate environmental standards and codes, identifying and supporting technical assistance from state and regional agencies and non-profit organizations to address environmental issues at the regional level, and providing information and techniques for flood management and storage.
4. ***Encouraging communities to create common protection strategies for critical water supply lands and other water supplies***, including updating and disseminating regional data on watershed areas and clearly identify and mapping critical water supply areas, incorporating critical water supply lands in town open space plans, conducting public education and outreach efforts to inform communities about critical water supply lands and how to protect them, forming inter-town working groups to develop regulations and zoning standards to protect critical water resources, and establishing monitoring program for baseline water quality and future improvement.
5. ***Improving code enforcement***, including improving coordination among different agencies at the state and local level considering the possibility of developing regional building codes, and providing for consistent enforcement and appropriate legal actions.



Sub-theme 2: Open Space Protection

Overview

Loss of open space or undeveloped land is a direct and obvious consequence of poorly planned growth. Urban and suburban areas, including sprawling developments, are increasing at the expense of farmland and forests. New Hampshire's forests and farmlands are being increasingly converted into buildings and roads at a much faster rate than population growth. From 1980-2000, New Hampshire's population increased over 35% while land development increased 60%.² Municipalities can protect open space while accommodating new growth by identifying critical undeveloped lands and implementing plans that incorporate a range of land-use and financial incentive programs designed to protect these lands.

Goals and Outcomes

Goals

- Establish and conserve an interconnected green infrastructure
- Ensure convenient and nearby public access to open space, parks, and recreational opportunities
- Maintain unique and diverse rural character of the region by protecting and preserving farm and forest lands

Outcomes

- Increased network of inter-connected protected green infrastructure
- Increased access to open space, parks, and recreational sites

Potential Long Term Strategies and Actions

CTAP will support a range of actions to conserve and protect open space, and ensure convenient public access to open space, parks, and recreational opportunities. These actions include:

1. ***Providing tools, technical assistance, and education on open space planning***, including evaluating the economic value of open space in individual towns and helping towns communicate the economic value of their open space, assisting towns and local conservation organizations on how to establish and fund conservation/open space funds, developing a task force to conduct a needs assessment and develop guidelines and recommendations for stewardship of open space and conservation lands, updating and disseminating existing public access data base, and assisting communities in assessing recreational needs and opportunities.
2. ***Exploring regulatory and voluntary applications for protecting open space***, including assisting towns in preparing "Open Space Plans" and working with towns to incorporate Open Space Plans into Town Master Plans and zoning ordinances, and using town planning and innovative zoning models to designate priority areas for protection and linking open space with village development.

² Community Rules: A New England Guide to Smart Growth Strategies, Vermont Forum of Sprawl; From US Census and NRCS

3. ***Establish a Task Force that will explore how to provide adequate funding for protecting open space***, including the idea of increasing land transfer tax and direct funds generated for open space efforts, adopting local mechanisms for funding open space protection for impact fees, working with the NH Legislature to adopt new legislation that allows towns to use impact fees for open space protection, creating a permanent funding source for Land and Community Heritage Investment Program (LCHIP), exploring the concept of a statewide authority that enables towns to voluntarily tax themselves to protect open space, increasing penalties for developing lands under current use, and providing financial incentives for protecting open space.
4. ***Developing and implementing a regional approach to green infrastructure in the CTAP region***, including furthering dialogue and examining issues of interconnectivity and regional conservation, encouraging towns to coordinate efforts on regulatory approaches to resource protection, and establishing a better procedure for capturing conservation lands in the GRANIT database.
5. ***Inventorying natural resources and setting priorities for open space***, including conducting assessments and inventories of natural resources, using natural resource inventories as a foundation for identifying priority areas for protection, using GIS and digitized mapping techniques to catalogue natural resource values, and training town officials and providing financial resources for conducting natural resource inventories.
6. ***Mitigating the wildlife habitat fragmentation effects and invasive species along highways and roads***, including identifying important terrestrial and aquatic stream crossing structures.



2.2.3 Theme C: Downtown/Village Centers and Community Vitality

Strong downtown and village centers are the heart of New Hampshire life. Healthy downtown centers are vibrant, diverse, and safe, with a participatory citizenry, and a wide range of cultural and recreational resources. By concentrating a mix of uses within compact land areas, town centers have provided residents with jobs, shops, and services within walking distance of their homes or reachable by public transportation. New Hampshire communities can utilize a broad range of land-use and financial incentive tools to continue to strengthen their downtowns and community centers. Community involvement is the foundation for a healthy and vibrant community. New Hampshire communities can undertake specific outreach efforts to encourage citizen volunteerism on local boards and non-profit organizations. Supporting safe and diverse communities with a range of cultural and recreational activities is an essential component of any effort to strengthen New Hampshire towns.

Sub-theme 1: Downtown and Village Centers

Overview

Towns and village centers are deeply ingrained in New Hampshire's history. New Hampshire's town centers have long served as commercial and residential hubs for people of all socio-economic levels. They have also provided important amenities, such as public green spaces, libraries, schools, and other public functions. Due to their compact nature and mix of uses, town centers have maintained a physical cohesion, which delineated their boundaries from both outlying rural lands and neighboring towns, creating a sense of identity and place.

Goals and Outcomes

Goals

- Target and support new development and redevelopment of existing downtowns and village centers, reusing built infrastructure, and rehabilitating buildings of historic value
- Promote walkable downtowns and villages consistent with historic patterns in the region
- Maintain small town New England "feel" with vibrant town centers and main streets, and historic preservation of buildings and landscape

Outcomes

- Revitalized existing and strong new downtown, village, and neighborhood centers.

Potential Long Term Strategies and Actions

CTAP will support a range of actions to revitalize and create downtown, village, and neighborhood centers. These actions include:

1. *Assisting communities in implementing innovative land-use regulations that strengthen downtowns and community centers*, including providing education and financial assistance to towns to hire town planners and zoning administrators, educating

town officials on how to effectively enforce zoning regulations, providing training tools and case studies to town planners and officials on innovative land-use approaches, conducting alternative build-out analyses to help towns visualize the impacts of development, enacting changes in local zoning ordinances to allow mixed use, promote walkability, and allow for higher density consistent with community character, conducting cost of development studies to evaluate the full cost impacts of new development, exploring innovative approaches to concentrating development in urban centers, and assisting towns in planning for heritage and historic districts.

2. ***Raising public awareness and stimulating local public involvement on improving downtown and village centers***, including conducting an extensive community outreach and educational programs on the impacts of I-93 expansion and CTAP, organizing public design sessions where citizens can be directly involved in envisioning and designing areas within their communities in need of redevelopment, and using the Main Street approach as an example for towns to use in improving their downtown and village centers.
3. ***Utilizing a range of financial tools to strengthen downtowns and community centers***, including providing incentives for infill development, promoting innovative public-private partnerships to stimulate development, and encouraging the use of innovative financing mechanisms such as tax incremental financing impact fees and building improvement districts.
4. ***Promoting walkable downtowns and villages***, including educating the public on the importance of trails and pathways for walkable communities, educating local officials and planners on how to implement transit-oriented development that focuses on compact walkable development located around transit centers, implementing and building inter-connected network of bicycle and pedestrian paths within and among communities in the region, and designing and planning regional greenways to enhance village and community centers.
5. ***Redeveloping brownfield sites***, including conducting an inventory of potential brownfield sites, assisting local governments in preparing grant proposals to state and federal government for brownfield redevelopment, providing technical assistance to town and regional planners on how to access brownfields redevelopment funding, conducting site assessments of available brownfield sites in communities, and working closely with developers and providing incentives to redevelop brownfield sites.
6. ***Assisting local officials in updating building codes***, including educating building code officials on smart codes and how to improve enforcement of building codes, and revising local building codes to encourage the reuse of and multiple-use in older buildings.

Sub-theme 2: Vibrant Communities

Overview

New Hampshire has a long tradition of citizen involvement including town meetings that date back to colonial times. In fact, New Hampshire ranks among the highest in the nation in “social capital,” which is, the attitude, spirit and willingness of people to engage in collective, civic activities. One of the potential adverse consequences of unmanaged development is that it becomes more difficult to engage community members and maintain a high level of community participation. As commuting time increases, the amount of time available for civic involvement typically decreases.³ Further, according to at least one national survey, New Hampshire ranked number one as the most livable state based upon a number of criteria, including public safety, education, economic, and social factors.⁴

Goals and Outcomes

Goals

- Support and encourage safe and diverse communities with a wide range of cultural and recreational resources
- Foster an atmosphere wherein community members are actively involved and participate in civic life in their communities

Outcomes

- Increased recreational and cultural opportunities and resources.
- Increased opportunities for and participation in community activities.

Potential Long Term Strategies and Actions

CTAP will support a range of actions to support safe, diverse, and engaged communities. These actions include:

1. ***Increasing outreach and education to residents about issues of growth management and planning and proposed solutions***, including innovative land-use approaches and concentrating development as a means for protecting rural character.
2. ***Exploring opportunities to build vibrancy in commuter communities and make opportunities for people to work closer to home so that they have more time to engage in their communities***, including establishing a roundtable group on how to improve community sustainability/lifestyle, working with towns to allow more flexibility related to home occupations, increasing affordable housing options/diversity, developing business options and incentive programs with Department of Resources and Economic Development (DRED) for businesses to relocate to reduce employee commute time, and assessing commute patterns with U.S. Census data when it becomes available in 2011.

³ Bowling Alone, 2000. Robert D. Putnam, Simon and Schuster, NY.

⁴ Morgan Quitno Awards, Morgan Quitno Press, Lawrence, Kansas

3. ***Conducting extensive efforts to reach out to community members to get them involved in broad range of community activities***, including identifying “all-stars” at local level, conducting regular workshops to build community leadership, and using a diverse range of outreach methods to engage and educate community members in civic dialogue about community issues.
4. ***Ensuring adequate recreational opportunities for all residents***, including assessing current recreational infrastructure population location and needs to encourage sufficient recreational opportunities, identifying and coordinating existing public access databases for regional recreational opportunities, incorporating recreational considerations in town master plans capital improvement plans and zoning ordinances, seeking funding and resources to implement recreational improvements, and creating opportunities for regional collaborations for recreation.
5. ***Strengthening social infrastructure in communities***, including promoting volunteerism, developing a program for community-based service opportunities targeted to local and regional schools, and conducting an assessment of social infrastructure in communities.
6. ***Expanding cultural opportunities and activities***, including assessing current cultural infrastructure, population, location and needs to ensure that there are sufficient cultural opportunities, identifying and coordinating existing cultural resources for regional cultural opportunities, seeking funding to expand cultural opportunities and activities, and creating opportunities for regional collaborations for cultural activities.



2.2.4 Theme D: Local Economy

The ability of New Hampshire communities to continue to attract beneficial economic development may depend in part on their ability to appropriately manage growth and provide for reasonable housing opportunities. New research indicates that communities that implement proactive growth management practices are not only better able to control local government costs, but also have more success at attracting new businesses while benefiting from enhanced economic performance overall. Business development that is directed toward established city and town centers can strengthen these centers, curb sprawl, reduce travel demand and traffic congestion, and support existing public transportation networks. New Hampshire municipalities can work cooperatively with local and regional economic development agencies to ensure economic growth occurs in ways that strengthen rather than detract from their communities. New Hampshire municipalities can reduce development pressures and support farmers and forest-based business owners through a range of land-use and financial incentive programs.

Sub-theme 1: Economic Vitality and Business Development

Overview

Communities along the I-93 corridor are projected to add approximately 6,000 jobs per year between now and 2020.⁵ Business development that is directed toward established city and town centers can strengthen these centers, curb sprawl, reduce travel demand and traffic congestion, and support existing public transportation networks. New Hampshire municipalities can work cooperatively with local and regional economic development agencies to ensure that economic growth occurs in ways that strengthen rather than detract from their communities.

Goals and Outcomes

Goals

- Support sustainable and balanced economic growth and tax base
- Support broad-based business development that provides local employment and livable wages

Outcomes

- More diverse and stable local economy
- More people employed locally

Potential Long Term Strategies and Actions

CTAP will support a range of actions to support a sustainable wage and balance economic growth and tax base that provide local employment and livable wages. These actions include:

1. ***Stimulating new business development and strengthen local economic development through financial and other incentives***, including identifying geographic areas in each community suitable for new business development, developing local and/or regional

⁵ I-93 Manchester to Salem Expert Panel Analysis, Final Report. December 2001.

Economic Development Plans, considering the idea of establishing regional development or enterprise zones that provide financial and tax incentives to new businesses, developing incentives and conducting marketing for businesses to move to New Hampshire, working with local businesses to obtain financing from various state and federal programs, and assisting communities in rehabilitating old buildings to serve as incubators for new business development.

2. ***Providing support for local and regional economic development corporations***, including strengthening financial support for regional economic development corporations to assist communities' economic development efforts, assisting communities in establishing new local economic development commissions, and assisting local economic development corporations in developing creative financial packages.
3. ***Providing technical support to local entrepreneurs and town planners***, including assisting local planners in conducting impact analysis to assess the impacts of proposed developments, increasing technical assistance to communities on economic and business development, improving business access to information, providing technical support to existing and new local businesses, and coordinating and leveraging assistance from small business technical support centers to provide assistance to small businesses.
4. ***Encouraging green economic development and entrepreneurship***, including educating municipalities, school districts, citizens, and businesses on the importance of energy efficiency and renewable energy, helping to promote green economic development, and attracting green businesses to come to New Hampshire.
5. ***Promoting local products and services***, including assisting local businesses in marketing and promoting their products and services, supporting increased networking among local businesses, supporting the formation of new local business-community associations and strengthen existing associations, and promoting tourism in the region.
6. ***Educating and involving the public***, including conducting community visioning forums to actively solicit community input on where they would like to see their community in 20 years, and conducting extensive public education efforts on any proposed initiatives that support local economic development.
7. ***Ensuring adequate and appropriate training and education for local workforce***, including increasing the University presence, linking the business community with higher educational system to provide appropriate training in anticipation of need, and working with high school job training programs and certification programs for individuals who did not graduate from high school.

Sub-theme 2: Agriculture and Rural Working Landscapes

Overview

Several sectors of New Hampshire's economy rely heavily on open space, including agriculture, forestry, tourism, and recreation. These sectors contribute billions of dollars to New Hampshire's economy. Communities that support open space-dependent businesses can benefit by conserving land and thereby reducing development pressures.⁶ New Hampshire municipalities can reduce development pressures and support farmers and forest-based business owners through a range of land-use and financial incentive programs.

Goals and Outcomes

Goals

- Strengthen local agriculture and forestry by supporting related infrastructure and economic systems.

Outcomes

- Increased food and fiber produced and consumed locally.

Potential Long Term Strategies and Actions

CTAP will support a range of actions to strengthen local agriculture and forestry. These actions include:

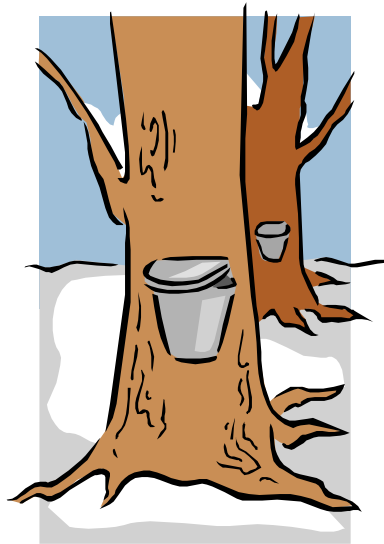
1. ***Protecting agricultural and forest lands from development pressures***, including assessing current and potential farmland for agricultural production and potential development threats, determining which parcels to prioritize for protection, and undertaking a range of land-use and conservation programs to protect farm and forest lands, such as purchasing conservation easements.
2. ***Encouraging consumers to purchase locally-produced agricultural products***, including supporting programs that link consumers and producers of locally-grown foods, working with large grocery stores and other key institutions such as schools to commit to purchasing local food, educating the public about the importance of local food self-sufficiency, and encouraging consumers to buy shares in community-supported agricultural (CSA) programs.
3. ***Providing financial assistance to support local farming activities***, including utilizing a range of financial incentives and grants, maintaining current use taxes with higher penalties, promoting the establishment of more agricultural subdivisions, utilizing funds from Transfer Development Rights, and exploring the use of lending pools.

⁶ "The Impact of Agriculture on New Hampshire's Economy in FY 2002," 2003. L.E. Gross, Institute for New Hampshire Studies.

4. ***Providing technical assistance to farmers to enhance profitability***, including helping farmers develop an agricultural business plan, assisting farmers in managing direct marketing strategies, assisting farmers with materials and training for "how to" in relation to growing crops and raising livestock, expanding access and training to a seasonal labor force, and expanding training opportunities and management education for farm operators.
5. ***Establish an apprenticeship program for young farmers***, including creating a web portal for farmers to access and receive technical assistance.

2.3 Role of Goals and Strategies in Developing Work Plans

The established goals and strategies along with potential long term approaches and actions formed the basis of the future work of the four theme working groups in developing Year One and Phase Two work plans. Additional work to clarify strategies and proposed actions was undertaken using the logic model process (see Appendix F: Logic Model). The development of these work plans is described in Chapter 4: Work Plans.



Chapter 3: CTAP Framework

3.1 Organizational Structure

The organizational structure of CTAP has evolved over the first two years in response to needs recognized during the strategic planning and initial implementation phases. In this case the old axiom, “structure should follow function” was applied. Core to the structure is the bedrock principle that CTAP needs to effectively support local government’s role in growth planning. This was to be achieved through the provision of technical assistance and access to tools and information for innovative land-use planning practices. The structure was also designed so that CTAP could draw upon the knowledge, talents, and resources of numerous individuals from a wide range of constituency groups including local government, agencies, and non-governmental organizations. The organizational structure of CTAP is described in this chapter.

CTAP has the structure of a community network organization. This structure has the overarching goals of being inclusive, participatory, and supportive of social entrepreneurial activities. Additionally, the structure is intended to provide full and transparent accountability relative to the use of public funds, avoidance of conflicts of interests, and decision making. Initially it was decided that CTAP would not be an “entity,” meaning it would not be incorporated nor would it hold legal status but would function as a program under NH DOT. It was thought that, at a later time, this structure may be incorporated and formalized.

The CTAP network structure is designed to support three broad types of activities. These types of activities are:

1. Visioning and the Development of Goals and Objectives
2. Policy and Program Development
3. Implementation and Evaluation

The following provides an overview of the organizational structure of CTAP and how the components of this structure are incorporated into an integrated network organization that is rooted in the communities of the region. This structure is based, in part, upon other networking types of public/public and public/private partnerships including the Great Bay Resource Protection Partnership, Concord 20/20, Vital Communities of the Upper Valley, and others.

3.2 – CTAP Partners

3.2.1 - CTAP Corridor Communities

The CTAP Corridor is made up of 26 towns and cities. These communities were selected through a process which identified them as being affected by direct and secondary impacts from the reconstruction of Interstate-93. The CTAP Corridor Communities are the clients or beneficiaries of CTAP. All programs are being designed with engaged input from representatives of these communities.

3.2.2 - CTAP Community

The CTAP Community is made up of three committees representing three constituency groups within the CTAP Corridor: the *Local Government Committee*, the *Non-Governmental Organization Committee*, and the *Agency Committee*—representing regional, state, and federal agencies. Together, these three committees are referred to as the CTAP Community. The CTAP Community has approximately 80 representatives from these three constituency groups. The CTAP Community meets as a group as needed to provide input and feedback on CTAP. The CTAP Community created the Program Vision at its Kick-Off Meeting on December 1, 2005. They were also responsible for developing overall strategies and approaches for achieving the CTAP Vision, nominating and electing the CTAP Steering Committee, and providing guiding input and feedback on CTAP.

Local Government Committee

Each of the 26 communities has a representative and an alternate appointed by the governing board. Representatives and alternates may be any individual that represents the interests of a specific community and does not need to serve on a local board. Representatives are asked to be the two way point of contact between their community and the CTAP effort, to sign off on applications for their community's discretionary account application(s), and to serve (if interested and elected) on the CTAP Steering Committee (see below). Representatives and Alternates are notified of all CTAP events. They are the point person for their community about these events and how their communities may be involved in CTAP. It is expected that one or both of these members attend the CTAP Community meetings held 3 to 4 times per year. The Local Government Representatives and Alternates are a significant resource to CTAP and assist in identifying leveraging and partnership opportunities for the Program.

Non-Governmental Organization Committee

The NGO Committee is comprised of 16 representative organizations. This committee serves to represent all NGOs within the I-93 corridor. NGOs in the region were invited to participate in a preliminary process through which the 16 representative NGOs were unanimously selected based on established and agreed upon criteria. It is expected that the NGO representatives attend the CTAP Community meetings held 3 to 4 times per year. The NGO representatives are a significant resource to CTAP and assist in identifying leveraging and partnership opportunities for the Program.

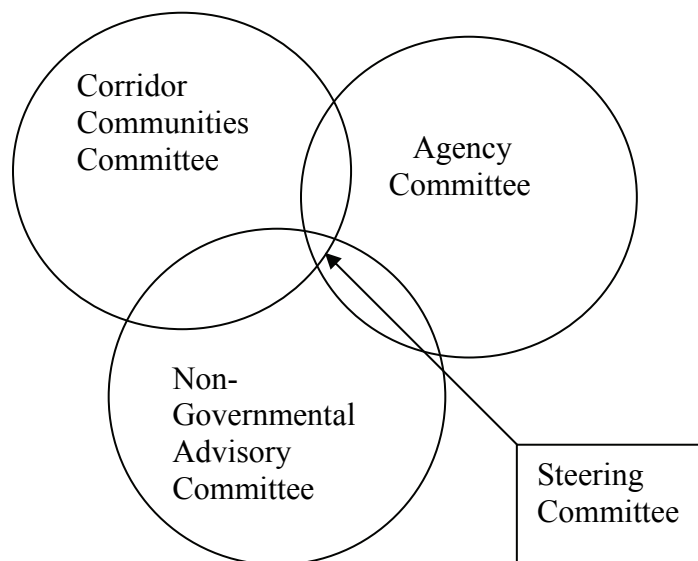
Agency Committee

The Agency Committee is comprised of regional, state, and federal agency representatives. All four Regional Planning Commissions in the I-93 corridor are represented (Southern, Central, Rockingham, and Nashua). State Agencies include the NH Department of Transportation, the NH Department of Fish & Game, NH Office of Energy and Planning, NH Department of Environmental Services, NH Department of Resources & Economic Development, NH Community Development Finance Authority, NH Department of Education, NH Division of Historic Resources, NH Department of Cultural Resources, and NH Health and Human Services. Federal Agencies include the Federal Highway Department and the New England Region of the US Environmental Protection Agency. It is expected that the agency representatives attend the CTAP Community meetings held 3 to 4 times per year. The agency representatives are a significant resource to CTAP and assist in identifying leveraging and partnership opportunities for the Program.

3.2.3 - CTAP Steering Committee

The CTAP Steering Committee is a 13 member body which guides the policy and program development of CTAP. This committee is made up of 7 community representatives (elected annually by the 26 community representatives) and 6 agency/NGO representatives. A certain number of Agency/NGO seats are reserved to represent housing, environment, and economic perspectives. The reserved agency/NGO seats are appointed by the Steering Committee. The major responsibilities of the Steering Committee include:

- Approving Annual Work Program
- Approving approach for program evaluation
- Providing input on leveraging opportunities
- Approving appeal/arbitration process for any program disputes
- Approving program evaluation reports



3.2.4 - CTAP Management Team

The Management Team is responsible for overseeing the day-to-day operation of CTAP. This Team is comprised of the NH DOT Project Manager, an NH OEP Representative, and a NH DES representative. Other major responsibilities of the management team include the dissemination of information, the identification of leveraging and partnership opportunities, and the management of the implementation of CTAP Programs.

3.2.5 - CTAP Theme Working Groups

In the spring of 2006 the Steering Committee formed four working groups to address the four major areas of program interest: Theme A: Community Infrastructure, Theme B: Environmental Protection, Land Use, and Open Space, Theme C: Downtown & Village Centers and Community

Vitality, and Theme D: Local Economy. Each group was responsible for setting priorities within their theme area. Recommendations from these groups were used by the Working Group co-chairs, the Steering Committee, and the Management Team to develop the Year One work plans for CTAP. Any interested individual, with or without prior involvement with CTAP, was allowed to participate in the Theme Working Groups. The working groups convened again in 2007 to set priorities for the Phase Two programs.

3.2.6 - Regional Planning Commissions

The four Regional Planning Commissions in the CTAP Corridor are under contract to implement the CTAP Year One and Phase Two Programs. Their work plans and scopes of works are approved by the CTAP Steering Committee. They are responsible for responding to local community needs relating to CTAP, engaging community members in all phases of CTAP, and disseminating CTAP information.

3.2.7 - CTAP Community Boards

Some of the 26 communities have formed local CTAP Committees comprised of local board members. Organized by the Regional Planning Commissions these committees help coordinate CTAP activities and enhance communications with local boards in their community.

3.2.8 - Antioch New England Institute

Antioch New England Institute (ANEI) of Antioch University New England worked under contract with the NH DOT to support the initial CTAP development process. Primary responsibilities included facilitating the initial strategic planning process, organizing and facilitating the work of four theme working groups in creating the multi-year work plans, providing support to the Management Team and Steering Committee, organizing community forums and training conferences, preparing written resource materials includes resource books and corridor news, and completing the initial program evaluation. In addition to these responsibilities, ANEI served as one of the primary conduits of information about Community and Corridor related events.

Chapter 4: Work Plans

4.1 - Year One Work Plan

At the end of the strategic planning sessions that took place over four meetings from December 2005 to March 2006, the CTAP community elected a 13-person Steering Committee to represent the interests of local governments, non-governmental organizations, and state agencies and guide the development and implementation of the program.

The CTAP Steering Committee, facilitated by Antioch New England Institute (ANEI), organized and synthesized the information from the planning sessions into four themes that became the working groups for Year One: A) Community Infrastructure, B) Environmental Protection, Land Use and Open Space Protection, C) Downtown Village Centers and Community Vitality, and D) Local Economy. These working groups also developed the programs for Phase Two. Detailed work plans and budget summaries are in Appendix H – Full Work Plans.

Over the summer 2006, each of the working groups met twice to develop recommended activities for Year One. The overriding goal of this process was to develop appropriate responses and solutions to the identified issues related to growth facing the 26 communities. The working group co-chairs used the recommendations of the summer working groups to define thirteen year one programs and applied a preliminary budgetary cost and timeline to each program. On September 14, 2006, the Steering Committee met to review the recommendations made by the summer working groups and unanimously approved the Year One CTAP Programs.

The summary of CTAP Year One budget is as follows:

Public Awareness (Outreach): \$35,000

Major Programs:

- External Communications Plan

Training (Education for Local Officials and Constituency Groups): \$53,000

Major Programs:

- Fall Training Conference
- Local Government Cluster Workshops
- Conservation Commission Institute

Technical Assistance – Direct: \$520,000

Major Programs:

- Local Government Discretionary Accounts
- Connecting Transportation Planning and Land Use
- Local Open Space & Conservation Planning
- Economic Strategic Planning Inventories

Technical Assistance – Tools, Models, Resources & Analysis: \$355,000

Major Programs:

- Enhanced GIS-based Information
- Community Planning Assessments
- GIS Buildout Analysis and Alternatives
- Natural Services Network and Open Space Protection Research

Regional Cooperative Initiatives & Pilot Programs: \$60,000

Major Programs:

- Regional Grant Writing Assistance
- Regional Cooperative Initiatives & Pilot Programs

Total Year One Budget: \$1,023,000

Below is a summary of each of the Year One programs:

External Communications Plan: The goal of this program is to develop and implement a communication approach for CTAP identifying effective strategies for conveying key messages to specific audiences, which include the general public, planning professionals, and local decision-makers and board members. This project also includes initial implementation of the developed plan. There are several points that any proposed communication plan must address. These points will include general smart growth fundamentals (e.g. the connection between land use and transportation planning; concepts of healthy communities). Other topics have been specifically identified by the summer 2006 working groups, including priorities set by the communications committee. The implementation phase of this program will extend for the duration of CTAP. The year one allocation of funds was \$35,000.

Local Government Cluster Workshops: The goal of this program is to provide tailored training to Local Governments in specific areas identified by the summer 2006 working groups. The summer working groups determined that different training methods are necessary to sufficiently improve the working knowledge of local government officials. Additional objectives of this program are to build social capital and to encourage regional cooperation. Workshops are comprised of 3-4 towns with representatives from all local government boards invited to attend (Selectmen, Planning Commission, Conservation Commission, ZBA, and possibly the School Board). There are approximately two workshops per cluster for a total of fourteen workshops. Workshop topics are selected based on the interests and needs expressed by communities during the CTAP strategic planning process, by the 2006 summer work groups, and by the cluster workshop participants. A list of potential topics is located in the Appendix H of this document. The organizer of this program is expected to work with local planners to provide appropriate subject matter for workshops. Towns are also to be consulted to determine their “best-fit” neighbors. This program may be continued in Phase Two. The total allotted budget was \$28,000.

Conservation Commission Institute: The goal of the Conservation Commission Institute is to provide ongoing education and training support to conservation commissions in the 26 community corridor. The institutes constituted a year-long, ongoing, regional training series directed towards conservation commissions. This program may rollover from year to year and is expected to serve as the foundation for Regional Conservation Roundtables, which was identified as a Phase Two priority. There are four evening meetings spaced quarterly throughout the year. Cost of the program

includes development of each training meeting and printed materials. Specific topics identified by the summer 2006 working groups are located in Appendix H of this document. The total allotted budget was \$25,000.

Local Government Discretionary Accounts: The discretionary accounts are designed to provide support to towns that is not covered under the other Year One Programs. These funds are managed by the regional planning commissions (RPC). The RPCs provide guidance to towns, as necessary, in deciding how funds may be spent. The RPCs either provide the services to communities or contract the request to appropriate vendors. The funds may be spent on a wide variety of items consistent with the CTAP directive and goals. A number of examples developed by the summer 2006 working groups are provided in Appendix H of this document. The funds in this account rollover and do not have to be spent in the first year. The allotted budget was \$15,000 per town for a total of \$390,000.

Connecting Transportation Planning and Land Use: This program develops a plan to integrate transportation and land-use planning. Specific topics identified by the summer 2006 working groups are located in Appendix H of this document. This program is initiated and run via the Regional Planning Commissions. The allotted budget was \$20,000.

Local Open Space Planning: This program will assist towns in developing or updating local open space plans using a consistent approach and making use of new data and analysis. Specifically, the program will assist planning boards and conservation commissions to prepare or update local open space plans that incorporate new information (e.g. the NH Wildlife Action Plan; results from an analysis on critical areas for protecting drinking water supplies, providing flood storage and control, and supporting viable wildlife populations; and local Natural Resource Inventories). This program also will encourage the integration of Open Space Plans into Master Plans. Although the goal is to provide this activity to all CTAP towns over the next two to three years, the first year budget assumes that about one-third of the towns in the region will begin this effort in Year One. This program will occur in successive years until all communities are completed. The total allotted budget for this program was \$100,000.

Economic Strategic Planning Inventories: The goal of this program is to provide baseline data needed to 1) formulate a strategic plan for a sustainable regional economy and 2) develop strategic regional economic marketing. This project seeks to inventory working farms, farm products, and regional economic development plans. This program also identifies and inventory local and regional economic development corporations. The total allotted budget for this part of the ongoing program was \$10,000.

Enhanced GIS-based Information: The long term goal of this program is to improve or enhance the base level of GIS capabilities for all communities. In Year One, this program creates an updated land use GIS data layer based on 2005 aerial photography. This data layer is key input to other CTAP programs. The data layer will also be used for a wide variety of local and regional planning efforts, including local master plans, transportation studies and corridor plans, and open space plans. The allotted budget was \$130,000

Community Assessments: The goal of this program is to collect baseline information to help communities determine where they are on the planning curve. The results of these analyses help

communities determine how they will progress in the CTAP program. Specific assessment areas identified by the summer 2006 working groups are located in Appendix H of this document. The allotted budget was \$130,000.

GIS Build-out Analysis and Alternatives: The goal of this program is to provide all communities with build-out alternatives. However, it is recognized that not all towns are ready for this program. The program is based on compatible systems. The regional planning commissions developed the specifications for the program so that eventually build-out analyses may be considered regionally. This program will occur in successive years until all communities are completed. The RPCs helped determine which towns are best suited for this program in year one. The allotted budget is based \$70,000 for seven towns in the first year.

Natural Services Network and Open Space Protection Research: The goal of this program is to build upon and leverage, the work already being spearheaded by The Jordan Institute by supporting the completion of the Natural Services Network (NSN). The program researches zoning, regulatory, and voluntary techniques to promote the protection of the NSN. The total allotted budget was \$25,000.

Regional Grant Writing Assistance: This program provides professional grant writing assistance to all CTAP communities. The program provides up to fifty hours of professional grant writer service to each community. Communities may use this service to prepare proposals for non CTAP grants that support the overall CTAP directive and goals identified through the CTAP strategic planning process. This program also develops a database for CTAP related and available grants. The total allotted budget was \$60,000.

Regional Cooperative Initiatives & Pilot Programs: The goal of this program is to foster the capacity of communities to work collaboratively and on a regional or sub-regional scale. An additional objective of this program is to provide communities an opportunity to access additional CTAP funds in order to address specific growth related needs not covered by other CTAP Programs. All applications must be submitted through a local government and must represent a partnership between two or more local governments. Additional partners are encouraged to participate including NGO's, state agencies, and private sector organizations. Grant request can be made for up to 25K with the condition that not all funds will necessarily be distributed. All projects must represent original ideas and funds will not be allowed to duplicate existing work already underway. This program was not funded for Year One.

4.2 Phase Two Work Plan

In spring of 2007, the Working Groups convened once again to develop and prioritize potential activities for Phase Two. The co-chairs of each Working Group presented the goals and action steps for their theme at the May 31, 2007 Community Meeting. Each participant at that meeting was then invited to indicate his or her top priorities among the steps laid out for each working group. All local government representatives were given an extra vote for their three highest priority actions at the end of the session.

After the results of the May 31st Community Meeting were tabulated, the CTAP Steering Committee turned participants' top priorities into nine new programs for Phase Two. The programs address goals related to public awareness, educating local officials, direct technical assistance, and assistance with tools and analysis.

The following is proposed summary of the Phase Two Budget:

Public Awareness (Outreach): \$70,000

Major Program:

- External Communications Plan Implementation

Training (Education for Local Officials and Constituency Groups): \$100,000

Major Program:

- Innovative Local Government Training

Technical Assistance – Direct: \$645,000

Major Programs:

- Targeted Local Government Accounts
- Local CTAP Collaborative Project Grants
- Local Open Space & Conservation Planning
- Assistance in Support of Agricultural Resources

Technical Assistance – Tools, Models, Resources, & Analysis: \$135,000

Major Programs:

- Enhanced GIS-based Information
- Inclusionary Zoning Implementation
- GIS Buildout Analysis and Alternatives

Total Phase-Two Budget: \$950,000

Below is a summary of the Phase Two Programs:

External Communications Plan Implementation: The goal of this program is to implement an effective communication approach for CTAP and CTAP messages. This project builds upon the Phase One program, under which a targeted external communication plan will be prepared. The External Communications Plan will target decision makers and key influencers (people &

organizations) and focus on motivating desirable behaviors to achieve CTAP goals. The proposed budget for implementing the External Communications Plan is \$70,000.

Innovative Local Government Training: This program will provide an annual CTAP conference and a focused training program for local government officials. The focused training program targets specific outcomes and action steps related to the CTAP goal areas. This training will use new and innovative methods to reach a broader audience and increase the effectiveness of the training (e.g., improve learning and retention rates, increase ability of attendees to implement new information and skills learned). Approaches such as innovative delivery methods, discussion boards, post training support, customized one-on-one training, and peer-to-peer training will be considered. Topics will be selected based on the needs identified by the Community Assessments (conducted during Year One), interests and needs expressed by communities during the CTAP strategic planning process, the educational needs identified by the Theme Working Groups, and input from training participants. A list of potential topics is located in Appendix H of this document. The proposed budget is \$100,000.

Targeted Local Government Accounts: This program is similar to the Phase One Local Discretionary Account Program. This program will provide each community with \$10,000 of semi-discretionary funding to fund projects in keeping with CTAP goals and objectives. These additional funds will be available for a limited set of activities, which is expected to include the following: (1) implementation of an innovative land use technique (based on the new *Innovative Land Use Planning Techniques Guide: A Handbook for Sustainable Development* currently under development by the Regional Planning Commissions with the Department of Environmental Services and others), (2) implementation of a recommendation from the Community Assessment (conducted under Year One), or (3) other priorities related to the CTAP goal areas as approved by the Steering Committee. These funds do not affect the funds distributed in Year One Local Discretionary Account Program, although they may be used together with these funds and the Local CTAP Collaborative Grants (if all program requirements are met). All funds will roll over. The proposed Phase Two budget is \$10,000 per town for a total of \$260,000.

Local CTAP Collaborative Grants: This program aims to focus CTAP funding on inter-community collaboration. To achieve this goal, this program makes available an additional \$10,000 per community to be used for projects conducted collaboratively with at least one other town. Collaborative projects may address any topic related to the CTAP goal areas although communities are encouraged to consider those topics identified through the CTAP strategic planning process and listed in the program matrix section in Appendix H of this document. There is no cap to the total number of towns that may collaborate on a proposal and each town in the collaboration is eligible for up to \$10,000 of funding to put towards the collaborative project. These funds do not affect the funds distributed in the Phase-One Local Discretionary Account Program, although they may be used together with these funds and the Targeted Local Government Accounts. All funds will roll over. The proposed budget is \$10,000 per town for a total of \$260,000.

Local Open Space & Conservation Planning: This Phase Two program will build upon the Year One program that is being completed as a collaborative effort with the Society for the

Protection of New Hampshire's Forests (SPNHF). Through the collaboration with SPNHF, open space assessments for each of the 26 CTAP communities have been completed in Year One. Phase Two will complete open space plans, as requested, for each of the 26 communities. This program will assist towns in developing or updating local open space plans using a consistent approach and making use of new data and analysis. The proposed budget for this program is \$100,000.

Assistance in Support of Agricultural Resources: The focus of this program will be on encouraging the formation of Agricultural Commissions as the vehicle to manage, protect, and promote the interests of farming and agricultural resources. New legislation allows for the establishment of these commissions in NH and their mission is closely aligned with the agricultural priorities identified by CTAP representatives. Forming a partnership with the NH Coalition for Sustaining Agriculture (an informal network of farmers, agricultural organizations and other groups committed to sustaining agriculture in NH) this program would empower communities that want to work on specific, agricultural issues. The Coalition recently prepared a handbook that describes how to create these commissions and defines their role in supporting agriculture. As an organization, the Coalition members are committed to educating communities on this new opportunity. Using CTAP funds to support the Coalition's efforts and to assist communities with implementation efforts through a small grant program are the key elements to this program. The proposed budget is \$25,000

Enhanced GIS-based Information: This program will take the next step in enhancing GIS-based information in the CTAP corridor and supplements an effort already underway by Complex Systems and New Hampshire Audubon. The Phase Two program will focus specifically on updating the conservation lands data layer. It ensures an updated data layer in GRANIT. The proposed budget is \$10,000.

Inclusionary Zoning Implementation: The goal of this program is to provide assistance to communities in implementing inclusionary zoning ordinances that would allow for more affordable housing. The proposed budget is \$30,000.

GIS Build-out Analysis and Alternatives: This will be a continuation of the Year One program, providing additional funds to complete a GIS-based build-out analysis (with a base case scenario and 2 alternatives) for all communities within the CTAP Corridor. The regional planning commissions have developed the specifications for conducting the build-out analyses, which will support a regional evaluation of alternative build-out scenarios. In addition to the individual community analyses, a summary report of the build-out analyses for the entire CTAP region will be prepared. The proposed cost for completing the remaining communities in Phase Two and preparing a summary report is \$95,000.

Chapter 5: Recommendations

5.1 ANEI Observations and Recommendations

ANEI recommendations are based upon feedback from the Steering Committee members, interviews from local officials randomly selected, interviews with regional planning commission directors, and written evaluations received at CTAP program events. The report “Mid Year Status Report” (included in Appendix I) provides additional information on the specific program evaluation data that was collected and specific recommendations.

5.1.1 Support by Local Officials

There is a broad support by local officials for CTAP in the corridor communities. The vast majority perceive these programs as useful and valuable in helping their community plan for growth. There are some local officials that are unsure on how specific Year One and Phase Two programs will be implemented and could use additional information about CTAP and the services it can provide. There are also conflicting interests within a few town boards on which types of assistance their community wishes to receive under the CTAP discretionary grants program.

We conclude that a better understanding and support by local government officials at this time in the program would have been enhanced if the Year One program: Public Awareness (Outreach) that included the development of an external communications plan, was completed in a earlier time frame and that the Phase Two program for implementing this communications plan was already underway.

5.1.2 Enhanced Communication and Cooperation between the Regional Planning Commissions

As a result of work under Year One programs, there has been recognition by numerous parties, including directors of the RPCs, that there is an enhanced level of communication and cooperation between the RPCs and other organizations. There has been sharing of resources and joint training on programs. One of the major accomplishments from this collaboration was the development of uniform standards for overlays on GIS mapping for the CTAP region, use of uniform software, and protocol for local build-out analysis.

5.1.3 Increased Collaboration between the Non-Governmental Organizations and State Agencies

One of the outcomes of CTAP has been the increased collaboration between the various non-governmental organizations (NGOs) and state agencies involved. For example, NH Department of Environmental Services, NH Fish & Game, and the Jordan Institute worked together to organize the first Conservation Commission Institute workshop on the Wildlife Action Plan (WAP) and Natural Services Network (NSN) for each of the four regions. Subsequent workshops have included similar partnerships. The current Steering Committee has representatives from NH Fish & Game, Concord 20/20, Society of Protection of New Hampshire Forests (SPNHF), NH Housing Finance Authority, and UNH Cooperative

Extension. This has been the first time that some of these groups have interacted with each other in a large scale regional project.

5.1.4 Numerous Challenges in Initiating Programs

There were many challenges faced during the roll-out of Year One programs. Some of these challenges can be attributed to the fact that the organization of CTAP was evolving during this time. Implementation of Year One programs occurred at the same time as the Steering Committee organizational structure was being revised (to include a greater role for local government), the creation of the Management Team (NH DOT, NH OEP, and NH DES), and the clarification of all roles and responsibilities. In addition, the four RPCs needed to develop channels of communication and methods of coordination. In spite of these CTAP organizational challenges, all of the major Year One programs were successfully launched. The implementation of the Phase Two programs is currently underway.

5.1.5 Program Delivery Responsive to Local Constraints

Frequently we received comments from local government officials regarding the day-to-day challenges regarding their community planning activities, including a shortage of local volunteers and numerous meetings and expectations. They expressed appreciation for the support and assistance of their RPC, particularly in assistance to their community through the Local Discretionary Grants and Community Planning Assessments programs. The RPCs recognized that local governments have very busy schedules and that they needed to be responsive to these constraints in order to effectively deliver CTAP programs without overwhelming local government volunteers. This may require having longer timelines for delivery of CTAP programs that require an effective local government participatory and involvement process.

5.1.6 Matching Expertise and Organizational Missions to Delivery

The four regional planning commissions drew upon their existing staff expertise and technical in-house resources to deliver a number of the major Year One programs (Community Planning Assessments, Enhanced GIS, technical assistance provided through the Discretionary Accounts, etc.). Overall, these programs are being delivered in a timely and effective manner (see Year One programs for specifics). Some programs that required staffing and skills that are not typically core to the mission of the RPCs such as training programs, public awareness (outreach), grant writing, and economic development, required more start-up time. This additional time is due to a number of factors including the requisite Request for Proposal (RFP) process for acquiring specialized consultants, adding staff, and other program development requirements. Even with this additional start-up time, there seems to be more challenges in delivery of these programs. It is our recommendation that future CTAP programs that require skills and/or expertise that are not directly tied to the expertise of RPCs, should be coordinated with other organizations. For example, the Nashua Regional Planning Commission is leading the Phase Two Innovative Training Program by coordinating and/or contracting with the UNH Cooperative Extension and the NH Office of Energy and Planning.

5.1.7 Leveraging Opportunities

Year One and Phase Two program have provided for leveraging of human and financial resource in three different levels.

1. Outside resources have been leveraged to support a number of Year One and Phase Two programs. These included, for example, technical assistance from the Orton Family Foundation (for build-out analysis), the development of Natural Services Networks by the Jordan Institute, and the staff support by SPNHF for the open space planning program. There has also be leveraged support from a number of state agencies (for example NH Fish and Game, NH Department Environmental Services, and NH Office of Energy and Planning) to support a number of Year One programs.
2. CTAP developed resources and knowledge has also been leveraged to other New Hampshire communities outside of the CTAP region. Examples include agreed upon land-use standards used in GIS mapping, workshops that have been open to other communities (such as the Conservation Commission Institute), and web/printed resources.
3. The third recognized leveraging has occurred at the local government level with a number of local governments providing volunteer time and matching funding/grants to CTAP discretionary fund support.

5.1.8 Integration of Programs

Although Year One and Phase Two programs represent the overall priorities that were developed for those stages of CTAP, they are administered as separate, individual programs. This has, in part, resulted in a significant population of the CTAP community not being able to make the connections between the programs and see how CTAP is an integrated, regional program. The outcome is that the Year One and Phase Two programs appear to be a group of stand alone products rather than one project with many interrelated pieces. The report from JJW mentioned below suggests that the communications strategy needs to show how the programs are interconnected and each community can use these programs as part of their planning process. This will help build more support for the program.

5.2 Recommendations for the External Communications Plan from Jackson, Jackson & Wagner

5.2.1 Findings

Under one of the Year One programs, Jackson, Jackson, and Wagner (JJW), was hired by CTAP through the Nashua Regional Planning Commission to develop an external communications plan that would more effectively spread the message of CTAP to the local governments. As part of this development process, JJW gathered input and insight from town officials who would be in the position to access CTAP programs and services on behalf of their town. They gathered the

data from a series of telephone interviews, at the Growth Management Conference in September 2007, a series of focus groups and a review of the current CTAP materials.

JJW found the communication of CTAP struggles to build awareness and change behavior. They also discovered that the subject matter was complicated and not clearly communicated to local government officials. Also, the Steering Committee was committed but very busy and needed additional support.

5.2.2 Recommended Strategy

JJW gave a recommended strategy for the communications plan to help more effectively distribute the message of CTAP. This included focusing on how CTAP can directly help each individual community. It is also suggested that there needs to be more support to help organize the communications, such as hiring an outreach coordinator. They also recommended avoiding the use of jargon and brushing over topics. Instead, a more targeted approach to spreading of the message would be more effective. One of the key suggestions was that each community to have a ‘roadmap’ developed that would show how the products and services of CTAP could be tailored to meet the community’s goals.

The implementation of the recommended communications strategy includes producing publications such as a brochure, individual summary sheets, checklists, and an annual report. Also, using different mediums such as short video presentations that could be shown at local board meetings and posting this information on the CTAP website. They also suggested conducting joint workshops, individual town meetings and annual meeting for the wider CTAP community.

5.3 Steering Committee Recommendations

5.3.1 Outcomes from the March 27, 2007 Meeting

At the March 27, 2008, ANEI facilitated a process to help the Steering Committee define their future role in the coming phases of CTAP. The full results of this exercise are in Appendix P – Steering Committee Leadership Role Matrix.

Through this process, the Steering Committee voted on what they felt should be the leadership roles of the committee. Also they considered what the committee members were willing to take on in their future roles. The following were identified as potential future primary roles:

- Hold the management team, RPC’s, contractors “feet-to-the-fire” to complete the program plan on time, on budget, and successfully.
- Host/convene multi town boards of selectmen/council, planning, zoning, and conservation commissions, etc.
- Facilitate/mediate multi town cooperative projects
- Develop a clear, concise statement about CTAP objectives and sponsor a column in local paper.

It is anticipated that these results will help frame the responsibilities of the Steering Committee for the coming phases of CTAP.

5.4 Next Steps

CTAP is an innovative approach to bring communities together to proactively plan for their future recognizing that growth planning must take place both within and among local governments. State and regional agencies and NGOs are also key resources and partners to support local governments on their planning for growth.

As previously discussed, land use and transportation planning must go hand-in-hand if we are to avoid repeating the costly errors of the past. This requires new methods of working together, across town boundaries, bridging local and state government roles, and engaging the knowledge and resources of NGOs. In order to achieve this, we need address both technical changes in land use and transportation planning as well as social changes in how we plan. CTAP has striven to address the technical and requisite social changes through this “community-based” approach to growth planning.

Bringing CTAP growth planning assistance into each of the 26 local communities will be the next organizational challenge. This has been recommended by JJW and ANEI as critical to the overall program success. At the same time, maintaining the full CTAP community in the overall program planning, directing, and oversight is critical in order to achieve effective growth planning that serves individual communities and the region as a whole.