



Mid-Year Status Report of Year One Programs

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Overall Observations and Recommendations on Year One Programs

The following observations and recommendations are based upon the status of activities through month ten of the CTAP Year One programs. They should therefore be considered as a mid-year status report and not an evaluation of final outcomes and deliverables. It is important to note that this report is just specifically focused on the Year One programs, not the overall CTAP plan.

Support by Local Officials

There is a broad support by local officials in the CTAP communities for Year One programs. This is based upon feedback from Steering Committee members, interviews from local officials randomly selected, and written evaluations received at Year One program events. 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 programs will be implemented and could use additional information about CTAP and the Year One programs. Also, some CTAP participants have not been engaged in Year One program which may have caused some programs not to be as effective or successful in their communities. There are also conflicting interests within a few towns on which types of assistance their community wishes to receive under the CTAP discretionary grants program.

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.

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 (NGO's) 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.

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 (DOT, OEP, and 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 (programs: 1, 3, 4, 6, 7, 8, 9 and 10). Some of these programs needed mid-course corrections and will require an additional 3 to 6 months to complete all tasks and deliverables. A few of the smaller Year One programs have not yet been fully started and/or needed major revisions due to problems encountered. These include programs 2, 5, 11, and 12. These smaller programs, in total, represent about 10% of the Year One budget.

Logistical Sequence to Program Delivery

There is a logistical sequence to the delivery of certain programs. This required that certain Year One programs start during the later part of the year. For example, the Enhanced GIS-Based Information (Program #8), which included the mapping of aerial maps and the natural services overlays, were needed to be completed prior to the development of build out scenarios under Program #10.

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, specifically citing a shortage of local volunteers, 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.

Standardize Narrative Reporting

Reporting on Year One programs delivery by RPCs was done in numerous formats; requiring duplication of work. This was found to be ineffective in communicating the status of the programs between RPC's and other CTAP stakeholders. To simplify this process and to enhance overall communication and coordination, the following tracking and reporting approach is recommended.

- Quarterly, each RPC and other lead organizations that are responsible for the delivery of a Year One program provide a short standardized narrative report of progress to date, deliverables completed, and any problems/concerns encountered. This is completed for each Year One program.
- These narrative reports are posted within a week to the CTAP Website and sent to Steering Committee members.

- Approximately one week after these reports are received by the Management Team, a quarterly meeting of all RPCs and other lead organizations is held to coordinate activities and resolve any issues raised.
- The quarterly Steering Committee meeting is held approximately two weeks after the narrative reports are submitted. This provides an opportunity for timely updates and allows Steering Committee members to more effectively serve as information conduits to local governments.
- The above meetings and reporting dates are set in advance (one year calendar).

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 missions of RPCs such as training programs, grant writing, and economic development, required more start-up time. This additional time is due to a number of factors including the requisite 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.

Year One Actual vs. Budget

The Year One budget approved for delivery of all 12 programs is \$1,023,000. As of October 1, 2007, the total expended to date is \$315,390. This indicates, from a budgetary perspective, 30.8% of the anticipated overall Year One work should have been completed. This appears to be in-line with the overall scope of work completed. The details of what has actually been expended for each individual program are beyond the scope of this report.

Leveraging Opportunities

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

- Outside resources have been leveraged to support a number of Year One 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.

- 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.
- 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.

Integration of Programs

Although Year One programs represent the overall priorities that were developed for Year One, 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 each one fits into an integrated, regional program. The outcome is that the Year One programs appear to be a group of stand alone products rather than one project with many interrelated pieces. The future communication plan should show how the Year One programs are interconnected to each other and how the Phase Two programs build upon that. This could help create a more unified, regional effort among local officials, RPC 's, NGO's and state agencies.

Introduction

The Community Technical Assistance Program (CTAP) Year One programs were the product of a ten month planning process that began in December 2005 with a kick off event that included representatives from municipalities, state and federal agencies, non-governmental organizations, and other interested parties within the twenty-six communities of I-93 reconstruction corridor. Through a visioning process, several major themes arose, including the desire to conserve New Hampshire's traditional rural landscape, to create vibrant walkable communities, to preserve open space and the working landscape, and to plan both locally and cooperatively throughout the region.

At the end of the strategic planning sessions that took place over four meetings in early 2006, the CTAP community elected a thirteen person steering committee to represent the interests of local governments, non-government organizations, and state agencies and to 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 summer working groups: Community Infrastructure; Environmental Protection, Land Use and Open Space Protection; Downtown Village Centers and Community Vitality; and Local Economy.

The working group co-chairs used the recommendations of the summer working groups in 2006 to define thirteen year one programs and applied a preliminary budgetary cost and timeline to the first twelve programs. In September 2006, the Steering Committee met to review the recommendations made by the summer working groups and approved the Year One CTAP Programs. Each of these programs is described in this status report.

There were a few different methods used to gather data for this report. A couple programs (Community Assessments and Local Government Discretionary Accounts) had products that were rolled out to the local communities. In these instances, email surveys were sent to the either the Planning Board Chair (Community Assessments) or the CTAP Representative or Alternate (Local Government Discretionary Accounts) with follow up phone calls. Also, phone calls were made to the Steering Committee members to collect their feedback on the implementation of the Year One programs. Status reports were provided by each of the regional planning commissions. This was followed up by in-person interviews to review the reports and receive any updated information and to also solicit their input on the implementation process. Quantitative data was also gathered from workshop and conference evaluation forms.

The Overall Observations and Recommendations were described in the beginning of this report, followed by this introduction. The next page shows the timeline of the Year One programs. In the following pages, each of the twelve Year One Programs of CTAP is detailed in this report beginning with the description of the program. This is followed by the status and accomplishments to date. The Actual versus Expected Results section discusses what the actual results of the program were compared to what was anticipated. If available, the feedback received and leveraged support is described. The lead agency and amount of funding is also reported. Finally, any supporting documentation is provided in the appendices of this report.

Timeline of Year One Programs¹

| Program Name | Jan. 07 | Feb. 07 | Mar. 07 | Apr. 07 | May 07 | Jun. 07 | Jul. 07 | Aug. 07 | Sep. 07 | Oct. 07 | Nov. 07 | Dec. 07 | Jan. 08 | Feb. 08 | Mar. 08 | Apr. 08 | May 08 | Jun. 08 | Jul. 08 | Aug. 08 | Sep. 08 | Oct. 08 | Nov. 08 | Dec. 08 | | | | | | | | | | | | | | | | | | |
|--|---------|---------|---------|---------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|---------|---------|---------|---------|---------|---------|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Program #1: External Comm. Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #2: Local Govt. Cluster Workshops | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #3: Local Govt Discretionary Accounts ² | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #4: Conservation Commission Institute | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #5: Connecting Trans. and Land Use | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #6: Local Open Space Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #7: Econ. Strategic Planning Inventories | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #8: Enhanced GIS-Based Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #9: Community Planning Assessments | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #10: GIS Buildout Analysis and Alternatives | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #11: NSN and Open Space Protection Research | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program #12: Regional Grant Writing Assistance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| | actual timeline | ¹ Not all programs had timeline set up at the beginning of the program. It is assumed in those cases, the program will take one year from the start date to complete. ² Communities have the option of combining Year One discretionary account funds with Phase Two Local Government Targeted Accounts, therefore this program will extend at least the end of 2008. |
| | expected timeline | |

Status Report of Each Year One Program

Program #1: External Communications Plan

Description: The External Communication Plan will provide a comprehensive approach for communicating key messages related to land-use and transportation planning to a range of audiences, including the general public, planning professionals, and local decision-makers. The Communications Plan will address a range of topics related to land-use and transportation, including:

- Inclusionary zoning and related tools and programs to provide a range of housing options within communities;
- “Sharing the road” with non-motorized vehicles;
- Benefits of mass transit, high occupancy vehicles, and rideshare programs;
- Importance of the public in transportation planning;
- Economic value of open space and available financial incentives to permanently protect land;
- Benefits and basic elements of Minimum Impact Development approaches for developers, town officials and non-profit organizations;
- Benefits and availability of the NH Main Street Center program;
- Use and benefits of innovative land-use techniques to redirect development to preferred areas within communities; and,
- Techniques to promote sustainable economic development and agricultural preservation.

Status/Accomplishments:

In May 2007, the Nashua Regional Planning Commission (NRPC), the lead agency managing this program component, competitively selected the consulting firm of Jackson, Jackson and Wagner (JJ&W) to develop the External Communications Plan. In August, JJ&W held a day-long workshop with numerous stakeholders from the CTAP program. Workshop participants identified the target audiences, opportunities, and barriers to communicating with these audiences, and some potential messages the CTAP program could use to reach these target audiences. At the CTAP Training conference held on September 29, 2007, participants addressed the issue of how to better understand these obstacles and ways to build public support for managing growth.

JJ&W sent follow-up questionnaires to conference participants. In response, participants noted that lack of understanding and apathy were the most important barriers to overcome in order to stimulate change in their communities, while respondents noted that “development threatening the status quo” was the single most important “triggering event” that would most likely occur in their communities within the next 12 – 18 months. Two-thirds of respondents said they were most likely to attend CTAP workshops as something they were willing to do personally raise awareness in their communities about the need to plan for growth. Results of the survey and input from the planning conference will be incorporated into the design of the External Communications Plan. (see Appendix I for survey results)

Actual versus Expected Results:

This program component will result in the preparation of an External Communication Plan that will serve as a roadmap for communication with all CTAP audiences, as well as a range of outreach materials. A suitable consultant for this project was solicited through a formal Request for Proposal (RFP) process and selected in May 2007. Completion of the detailed plan is anticipated by the end of May 2008 which be followed by the implementation of the plan that will extend throughout the duration of CTAP.

Feedback Received: None to date.

Lead agency: Nashua Regional Planning Commission

Leveraged resources/support: Support from related I-93 communication efforts have been provided to JJ&W.

Resources: The year one allocation of funds is \$35,000.

Program #2: Local Government Cluster Workshops

Description: The goal of this program is to provide tailored training to local governments on a range of topics related to land-use and transportation. Workshops will be held for clusters of three to four towns, with representatives from all local government boards invited to attend. Two workshops will be held per cluster of towns for a total of fourteen workshops. Potential workshop topics identified include: impact fees, Capital Improvement Plans (CIPs), workforce housing, Transit Oriented Development (TOD), innovative land-use approaches, open space planning based on Natural Services Network (NSN), New Hampshire Main Street Center program, Minimum Impact Development (MID), smart codes and enforcement of building codes, and New Hampshire Geographically Referenced Analysis and Information Transfer System (NH GRANIT) Mapping.

Status/Accomplishments: The first pilot workshop on Connecting Land Use and Transportation with a focus on Transit Oriented Development (TOD) was held in April 2007. It was generally well-received and provided input on how the program can be enhanced. The next workshop is scheduled for early December 2007 on the topic of Conservation Subdivisions. The Central New Hampshire Regional Planning Commission (CNHRPC) has held numerous meetings with the UNH Cooperative Extension Service, the NH Office of Energy and Planning, NH Department of Transportation, and other CTAP agencies to plan for future workshops and the potential for coordinated training. The CNHRPC is expected to complete a catalog of modules for communities to choose for their workshops by end of November 2007. A series of workshops is anticipated to start in early 2008 drawing upon this catalog of modules.

Actual versus Expected Results: As noted, fourteen workshops were scheduled to be held during the first year of CTAP; one has been completed and one has been scheduled to date. The full program expected to be rolled out in March 2007 was extended to give more time for the lead agency to design the program.

Feedback Received: According to the CTAP Effectiveness Survey conducted in June 2007 (Appendix II), the workshop was viewed as somewhat effective to very effective by 48% of respondents; about 38% felt it was too soon to tell.

Lead agency: Central New Hampshire Regional Planning Commission

Leveraged resources/support: None

Resources: The total allotted budget is \$28,000 or approximately \$2,000/workshop.

Program # 3: Local Government Discretionary Accounts

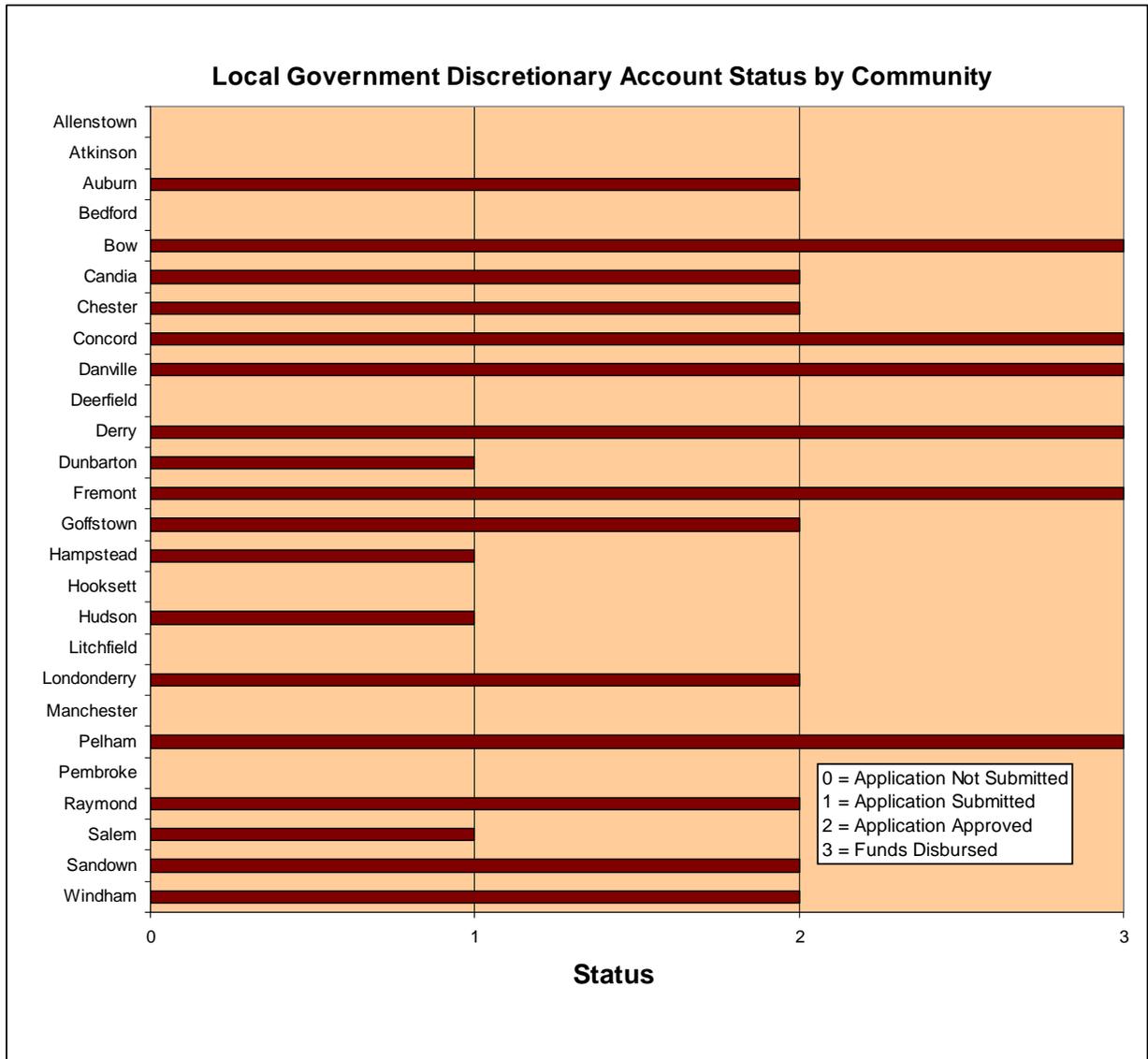
Description: The discretionary accounts are designed to provide communities with support that are not otherwise covered under the other Year One CTAP Programs. These funds are being managed by each of the regional planning commissions (RPCs) for their communities. The RPCs provide guidance to communities, as necessary, in deciding how funds may be spent. The funds may be spent on a wide variety of items consistent with the CTAP directive and goals, such as:

- Assist towns/cities in planning for heritage and historic districts (NH Preservation Alliance is a potential partner);
- Assist towns/cities and local conservation organizations on how to establish conservation/open space funds;
- Assist towns/cities in preparing Open Space/Conservation Plans that utilize local, regional, and state maps and plans;
- Conduct training on the NH GRANIT Data Mapper;
- Provide resources to communities to prepare and implement economic development plans;
- Strengthen local and regional economic development corporations;
- Conduct a portion of a Transportation Corridor Study;
- Provide current GIS data and analysis to communities and other GIS technical assistance;
- Prepare or update local natural resource inventories; and,
- Develop a zoning ordinance to create and maintain workforce and affordable housing.

Status/Accomplishments:

Funds for the Discretionary Accounts have been disbursed for Bow, Concord, Derry, Danville, Fremont, and Pelham. Applications have been approved for Auburn, Candia, Chester, Goffstown, Londonderry, Raymond, Sandown, and Windham. Applications have been submitted for Dunbarton, Hampstead, Hudson, and Salem. The town of Bedford has decided to roll over their Year One funds into Phase Two for a larger scale project.

Actual versus Expected Results: As noted above, funds have been disbursed for six of the 26 communities in the CTAP region, while applications have been approved for another eight. Four communities have applications that are pending approval. One town has chosen to combine their funds into the Targeted Local Government Accounts in Phase Two. Seven communities have not yet submitted applications. These communities have been informed that these available funds will roll over into Phase Two. Two-thirds of all CTAP cities and towns are active in this program as of the close of the tenth month of Year One (see chart below).



Feedback Received: Towns which have received support under the discretionary grants program have been enthusiastic about the program. In the CTAP Effectiveness Survey conducted in June 2007 (Appendix II), about 62% of the respondents felt that this program was somewhat to very effective.

Town representatives felt that the discretionary grants were helpful in supporting their community's efforts in planning for growth:

The Community Development Director for the Town of Bow, Bill Klubben, said:

"We have been deeply involved in implementing an economic development strategy since 2000, but the strategy lacked two key elements: community involvement and community consensus on vision. The discretionary account allowed us to hire the professional/technical support we needed to go forward."

Barry Hantman, Chair of the Danville Planning Board, said:

"This project has allowed Danville to plan for growth before it occurs rather than react to growth retroactively."

Towns have also appreciated the support they have received from the regional planning commissions in preparing applications for discretionary funds. For example, Jack Karcz, the CTAP representative from Fremont said,

"The Rockingham Planning Commission has been very supportive in helping us in exercising the program in a timely fashion."

Lead agency: Each regional planning commission is responsible for overseeing the application process and distribution of funds for communities within their region.

Leveraged support: Some communities are leveraging volunteer and staff hours to help support their chosen projects. Also, some communities are using matching grants and local funds to supplement their funding from their discretionary accounts.

Resources: The allotted budget is \$15,000 per town for a total of \$390,000.

Profile -- Local Government Discretionary Accounts

Pelham Works toward Economic Development

The town of Pelham is meeting the challenge of economic development with its Local Government Discretionary Account. Partnering with the Center for Urban and Regional Policy (CURP) and the Nashua Regional Planning Commission (NRPC), the town will use its \$15,000 grant for a three-phase project that should pay dividends far into the future. CURP will perform an economic assessment of the town's strengths and weaknesses for attracting industry and investment. Pelham will then host a summit to present the results and gather input from business leaders and stakeholders. Finally, NRPC will pool this information into a strategic economic development plan to help Pelham meet its goals.

Profile – Local Government Discretionary Accounts

Danville Seeks Consensus on Downtown Zoning

Under increasing pressure from residential growth, the Town of Danville has looked for a way to broaden its tax base and create a nucleus of development without harming the town’s character. To address this issue, Danville is using its Local Government Discretionary Account to bring mixed-use zoning to the town center. The grant will support a multi-part process that begins with building consensus within the community on zoning amendments through education materials and public meetings. Danville has also been able to hire a consultant to assist with the project as the town moves through the drafting and approval process to achieve its goal.

Profile– Local Government Discretionary Accounts

Bow Builds a Vision of Its Local Economy

The Town of Bow is considering a big-ticket investment in water and sewer infrastructure. But before they commit, the town is using its Local Government Discretionary Account to ensure that the project fits with its economic vision. With a portion of its grant, Bow will receive a detailed economic assessment from the Center for Urban and Regional Policy (CURP). The report will be discussed at a series of professionally facilitated public meetings. The results of the report and the meetings will be used to create an economic strategy and vision to which the community of Bow can give its full support.

Program #4: Conservation Commission Institute

Description:

The goal of the Conservation Commission Institute is to provide ongoing education and training support to conservation commissions to communities in the CTAP corridor. Each regional planning commission will conduct a year-long series of four evening trainings spaced quarterly throughout the year directed to the communities of their region, but open to all of the CTAP community. The topics may include land conservation, supporting the working landscape, and preserving local agriculture. Another key objective is to establish a regional environmental protection roundtable involving conservation commissions and other stakeholders to facilitate cross-municipality communication, education, and regional approaches to addressing specific environmental issues.

Status/Accomplishments: Each regional planning commission has organized workshops for local conservation commissions within their region. These are reported below:

- *Nashua Regional Planning Commission* conducted two Conservation Commission Institute workshops this year focusing on wildlife habitat protection, using the Wildlife Action Plan and the Natural Services Network to protect the most ecological important habitats in their towns. Approximately 20-30 people attended these workshops. A third workshop is planned for the early winter.
- *Southern NH Planning Commission* has conducted three workshops, with a fourth planned for late November. Topics have included the GRANIT Data Mapper –

Conservation Viewer and presentations and discussion regarding conservation easements. Approximately 20-30 people have attended each of these workshops.

- *Rockingham Planning Commission* has conducted four workshops using the Wildlife Action Plan and the Natural Services Network to protect the most ecological important habitats in their towns, using GRANIT, developing Open Space Plans, and Shoreline & Riparian Buffer Protection. Between 20 and 45 people have attended each of these workshops.
- *Central NH Regional Planning Commission* prepared a Habitat and Ranking Condition maps for CTAP communities, helped organize a “Conservation Subdivision” bus tour within three towns, and is in the process of preparing for a Conservation Commission Institute session on Comprehensive Shoreland Protection Act (CSPA) changes and implementation. Each event had approximately 20 participants.

Actual versus Expected Results: Each regional planning commission is responsible for organizing the four workshops for the local conservation commissions within their region for a total of sixteen workshops. The first workshops were collaborated by NH Department of Environmental Services, NH Fish & Game, and the Jordan Institute on the Wildlife Action Plan (WAP) and Natural Services Network (NSN) for each of the four regions. A total of eleven workshops were held and three more scheduled to date.

Feedback Received:

The evaluations from the first set of workshops on the Wildlife Action Plan and Natural Services Network were largely positive (see Appendix III). One participant from the Southern Planning Commission workshop said “I feel CTAP is a powerful force in helping us in protecting our natural resources and rural character.”

The Nashua Regional Planning Commission opened up both of their workshops to all of the communities in the Nashua region, “which we found to be very successful in terms of continuing to coordinate regional resource protection.”

Leveraged Support/Resources:

The regional planning commissions have been able leverage support and resources from a variety of state agencies and non-profit environmental organizations, including the NH Audubon, NH Fish & Game, NH Department of Environmental Services, NH Estuary Project, and Great Bay Stewards.

Lead agency: Southern New Hampshire Planning Commission

Resources: The total allotted budget is \$25,000.

Program #5: Connecting Transportation Planning and Land Use

Description: This program is designed to develop an approach to better integrate transportation and land-use planning in and across local and regional master plans. The program is also intended to determine how to deliver combined transportation and land use planning. This program will be managed by the regional planning commissions.

Status/Accomplishments: This program is in the initial scoping phase.

Actual versus Expected Results: This program was expected to begin in May of 2007. Due to the time demands on completing other CTAP projects, such as the Enhanced GIS-Based Information, the project has been extended into 2008.

To date, the Southern NH Planning Commission (SNHPC) has met with staff to develop ideas for this program by focusing on questions raised from the community assessments. The SNHPC plans to develop a PowerPoint presentation to share their approach and solicit feedback from other regional planning commissions. The Commission plans to complete work on this component by March 2008.

Feedback Received: None at this time.

Lead: Southern New Hampshire Planning Commission

Leveraged Support/Resources: None at this time.

Resources: The allotted budget is \$20,000.

Program #6: Local Open Space Planning

Description: This program is designed to assist towns in developing or updating local open space plans using a consistent approach and incorporating new data and analysis. This program is designed to assist towns in developing local open space plans. Although the goal is to provide this activity to all CTAP towns over the next two-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 goal is to incorporate a broad range of information that is currently available at the state-level into local open space planning, such as wildlife habitat, critical drinking water supply protection areas, and flood storage and control.

This program component will result in the development of new open space plans, and the integration of open space plans into Master Plans. Regional planning commissions will prepare written assessments of local open space planning efforts, recommendations that each community can undertake to ensure that open space plans achieve community goals, and an assessment of open space planning needs across the region.

Status/Accomplishments: Work on this program is in the research phase with some initial visits to communities. To date, the Southern New Hampshire Planning Commission (SNHPC) has coordinated the development of the scope of work for this program with the Society for the

Protection of New Hampshire Forests (SPNHF), the NH Department of Environmental Services, the NH Office of Energy and Planning, the NH Department of Transportation, and the other regional planning commissions. SNHPC has presented this scope of work to the municipalities. SNHPC has sub-contracted with SPNHF to conduct open space planning assessments for all communities in Year One. Based upon those assessments, communities can pursue the next stages of the project (open space planning and plan implementation) in Phase Two and beyond. Currently, SPNHF has begun work on the open space planning assessments.

Nine of the communities are in the research phase of this project, three towns have been visited and two reports are currently in process.

Actual versus Expected Results: This program was expected began in May of 2007. The program implementation is behind the originally planned schedule due to limited staffing resources at SPNHF. However due to the leveraged resources pledged by SPNHF, the revised work plan completes the assessments for all communities within the same Year One budget for this program.

Feedback Received: None at this time.

Leveraged Support/Resources: SNHPC was able to leverage staff and resources from the Society for the Protection of New Hampshire Forests (SPNHF), a state NGO, to complete all assessments for Year One and some of the open space plans.

Lead: Southern New Hampshire Planning Commission with sub-contract to SPNHF.

Resources: The total allotted budget for this program is \$100,000.

Program #7: Economic Strategic Planning Inventories

Description: The goal of this program is to provide baseline data needed to formulate a strategic plan for a sustainable regional economy and to develop an approach for strategic regional economic marketing. This program will seek to inventory working farms, farm products, and regional economic development plans. It will also identify and inventory local and regional economic development corporations and regional agricultural preservation plans. It is expected that this component will result in the preparation of a community profile for each community and maps detailing undeveloped non-residential land, projected growth, and other variables.

Status/Accomplishments: The Central NH Regional Planning Commission (CNHRPC) has developed an outline of the scope for the inventories, including a data set outlining information to be collected. The CNHRPC has also gathered information concerning standard and best practices for conducting economic inventories, collected economic indicators and data, prepared draft inventories, and are in the process of completing graphics and other materials. Staff displayed a sample local Economic Inventory at the CTAP Training Conference on September 29, 2007, and solicited comments on format and content.

Actual versus Expected Results: This program began in May 2007. All data has been collected for the inventories that will supplement the community profiles provided by the Department of Resources and Economic Development (DRED). CNHRPC is expected to deliver the inventories to the other regional planning commissions by early 2008.

Feedback Received: None at this time.

Leveraged Support/Resources: Initial baseline information was collected from the community profiles acquired from the Department of Resources and Economic Development (DRED).

Lead: Central New Hampshire Regional Planning Commission

Resources: The total allotted budget for this component is \$10,000.

Program #8: Enhanced GIS-Based Information

Description: The long-term objective of this program is to improve or enhance the base level of Geographic Information System (GIS) capabilities for all communities. In Year One, an updated land-use GIS data layer based on 2005 aerial photography will be created. This data layer is a key input for environmental and land-use planning. Further, this data layer will compliment other CTAP programs, such as GIS Buildout Analysis and Alternatives, and will be used for a wide variety of local and regional planning efforts, including the development of local master plans, transportation studies and corridor plans, and open space plans.

Status/Accomplishments: To date, the following tasks have been completed:

- Acquisition of digital orthophotography
- Establishment of final land-use classification and coding system
- Training on basic photo interpretation and mapping standards.
- Preparation of land cover/land-use mapping: Rockingham RPC staff completed the draft delineation for land cover/land use for all seven Rockingham towns and submitted it to Complex Systems Research Center (CSRC) for review and edgematching. The Rockingham RPC applied extensive quality assurance/quality control procedures for each town to find and correct coding errors. Final submission of all data was then made to CSRC; and,
- Publication and distribution of local maps: CSRC is now in the process of producing the final edgematched coverage for the CTAP area.

Actual versus Expected Results: Work has proceeded according to schedule. The expected completion date is January 2008.

Feedback Received: Cliff Sinnott, Executive Director of the Rockingham Planning Commission, commented that this was the first time that he has seen the regional planning commissions come together to form a standardized land use legend in his 20 years with the commission.

Leveraged Support/Resources: None to date.

Lead: Rockingham Planning Commission

Resources: The allotted budget is \$130,000.

Program # 9: Community Planning Assessments

Description: This program is designed to collect baseline information to help communities find out where they are on the planning curve. The results of these analyses will inform future CTAP activities and help communities determine how they might make the best use of the CTAP program. Assessments will include a review of:

- Existing zoning and regulations against Minimum Impact Development/NH Smart Growth Principles/Natural Services Network protection principles;
- Capital Improvement Plans; and,
- Open Space Plans and Master Plans.

Status/Accomplishments: Each community within the CTAP region has received their Community Planning Assessment with the exception of Windham and Hampstead – which are in the final stages of being prepared. The Central NH Regional Planning Commission (CNHRPC) undertook the role of collecting and collating Community Assessments created by all four of the regional planning commissions and producing a summary report. This included the preparation of an online survey and preparation of a report showing CTAP wide trends and the development of a template for use in all assessments.

Actual versus Expected Results: This program is near completion and on schedule.

Feedback Received: Town representatives found the community assessments to be appropriate for the community planning process and helpful in supporting their community's efforts to plan for growth. For example, Andre Garron, CTAP representative from the Town of Londonderry said that:

“The community planning assessment was very appropriate because it gave Londonderry an opportunity to reflect on what has been accomplished in Town and what needs to be addressed in Londonderry. The final document was very nicely done. It identifies what the initial goals were, as established by the CTAP sub-committees, and listed findings which identified what the community addressed and which were not addressed to date. The findings clearly identify what issues should be addressed by the community as it relates to preparing for the growth tied to the I-93 widening.”

The Planning Board Chair for the Town of Chester, Rick Synder, said:

“The Community Planning Assessment was right on track with the values expressed by our citizens and the growth issues that Chester faces now. I expect that the results will be used in our town. In particular, the build-out analysis should help us with our efforts to improve zoning to protect valuable open space areas. In general, the study will help

us to improve our community outreach efforts that are needed to build support from the community for improved zoning.”

Linda Ajello, writing on behalf of the Auburn Planning Board Chair, said:

“The community planning assessment assisted the Planning Board in identifying areas in which the Town’s existing regulations were deficient or unclear, as well as allow them to identify the areas in which the regulations were strong. The findings of the community planning assessments can be used as a guide that will assist the Planning Board in improving the local land use regulations where they may have been identified as weak or lacking. The results will also be helpful in pointing out the strength within the regulations or where the Town was innovative. As evident from the results of the master plan work, many residents do not want significant growth to occur within the community. However, most are aware of the fact that growth is inevitable and that the town must make sure that it is prepared to accommodate such growth. In that respect, the program was helpful in supporting the community’s efforts to plan for future growth.”

On the other hand, one Planning Board Chair has expressed some concerns about the value of the community assessment process. According to Ruth Ellen Post, Chair of the Windham Planning Board:

“I understand that a local Board of Selectmen project was recently funded by CTAP – a decision in which the local Planning Board played no part. Apart from that, I do not see the results being used by the community for planning purposes. Have copies been provided to all Planning Board members? To Planning Office staff? I don’t believe that’s been done, and it seems to me essential for genuine community involvement in planning.”

Lead: Central NH Regional Planning Commission is coordinating the preparation of the final report with each RPC receiving funding directly.

Resources: The allotted budget is \$130,000.

Program #10: GIS Buildout Analysis and Alternatives

Description: The goal of this program is to provide all communities with build-out alternatives to help towns visualize the impacts of development under current zoning versus alternative/innovative land use approaches. In order to join each community-level build out analysis together to produce a CTAP region-wide report, each analysis will be conducted in a standardized format. This will provide a region-wide understanding of the potential effects of widening I-93, as well as a better understanding of how each community would affect and be affected by anticipated growth. This program will occur in successive years until all communities are completed.

Status/Accomplishments: The CTAP Build-out Working Group has been developing a base build-out and a standard alternative scenario that will be conducted for each community. Each community will be given the opportunity to identify one or more additional scenarios, including: changes to zoning densities or allowable uses, identification of new conservation lands, the inclusion of new planned or hypothetical developments, and other potential changes that might be considering as a result of the I-93 widening.

Another focus of this project is on indicators or impacts of build-out and how they change for different scenarios. There are 40 indicators that will be calculated for each build-out in seven categories: Buildout Totals, Demographics and Employment, Transportation, Water/Energy use, Land Use Characteristics, Environmental/Open Space, and Municipal Demands. These indicators will help better understand how different growth scenarios will affect communities and the region as a whole.

Allenstown, Atkinson, Bow, Deerfield, Hampstead, Pelham, and Raymond have been chosen as the communities for Year One of this program. Pelham was selected as the pilot community for this project. Atkinson and Hampstead are in the process of starting their baseline analysis. Allenstown, Bow, Deerfield, Pelham, and Raymond have received their baseline analysis based on current land-use regulations and expected trends and the standard alternative buildout scenario. This will set the stage for communities to choose a third scenario. The community will be able to specify factors or issues unique to the municipality and to test their own alternatives. An initial meeting was held in Pelham in October to discuss potential scenarios that the community is interested in viewing.

Actual versus Expected Results: Seven towns were expected to complete build-out analyses within the first year. Five of these communities have received a baseline analysis and the standard buildout scenario and positioned to choose their community scenarios. Two more are starting the buildout process. Plans are underway to select an additional seven communities to conduct the buildout analysis and alternatives for 2008.

Feedback Received: Jeff Gowan of Pelham has indicated that the program has been running smoothly for his community.

Lead: Nashua Regional Planning Commission

Leveraged Support/Resources: The Jordan Institute had been working on a similar build-out analysis project for several communities, including the CTAP towns of Hooksett and Chester, with funding from NH Fish & Game and with technical assistance from NH Audubon. The Orton Family Foundation was instrumental in providing training to the RPCs and to Jordan Institute staff on community planning software called Community Viz™.

Resources: The allotted budget is based at \$70,000 for seven towns in the first year.

Profile

Build-out Analysis Program Benefits From Partnerships

Cooperative action is a critical factor in CTAP's ability to achieve its goals. Partnerships with other organizations can provide important leveraging opportunities, as is the case with the program for GIS-based community build-out analysis that began during Year One. This program brings the four I-93 corridor regional planning commissions (RPCs) together to analyze current and future build-out for all 26 communities in the CTAP region. Spearheaded by the Nashua Regional Planning Commission, the RPCs are using standardized methods and criteria they developed jointly that will allow every town's data to be aggregated and summarized to create a regional picture. In this ambitious goal, CTAP has found many partners: The Jordan Institute, the Orton Family Foundation, NH Audubon, NH Fish & Game, and the UNH Cooperative Extension, among others.

The Jordan Institute had been working on a similar build-out analysis project for several communities, including the CTAP towns of Hooksett and Chester, with funding from NH Fish & Game and with technical assistance from NH Audubon. Now, they are working with the RPCs to use the same standardized methods so that their data may be pooled with the rest. The RPCs had planned to analyze seven communities in the first year.

Because of these partnerships, they now expect to have two more completed at no extra cost to CTAP. The Orton Family Foundation was instrumental in providing training to the RPCs and to Jordan Institute staff on valuable community planning software called Community Viz™. The Orton Family Foundation originally created the software, and paid for the trainer at the three-day session held with additional support from the UNH Cooperative Extension. The results of these partnerships are just beginning to emerge, but because of this cooperative effort, CTAP communities will be able to maximize their benefits from the build-out analysis program as they plan for the future.

Program #11: Natural Services Network & Open Space Protection Research

Description: The goal of this program is to build upon and leverage the work already being completed by the Jordan Institute by supporting the completion of the Natural Services Network (NSN)—including public education and outreach on its application and value for future land use planning. The program will research zoning, regulatory, and voluntary techniques to promote the protection of high-priority resource areas contained within the NSN, as well as conduct outreach and education on the NSN.

Status/Accomplishments: Staff of the Central NH Regional Planning Commission has discussed the implementation of the Natural Services Network with representatives from the Jordan Institute and the NH Department of Environmental Services.

Actual versus Expected Results: This program was originally expected to begin in April 2007. The start was postponed to a delay in the completion of the Natural Services Network GIS overlays. NSN maps have been printed and delivered to all local governments in the CTAP region at the first Conservation Commission Institutes.

Feedback Received: None at this time.

Lead: Central NH Regional Planning Commission

Leveraged Support/Resources: The Jordan Institute and NH Department of Environmental Services

Resources: The total allotted budget is \$25,000.

Program #12: Regional Grant Writing Assistance

Description: This program will provide grant writing assistance to all CTAP communities. The program will provide 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 goals and objectives identified through the CTAP strategic planning process. The program envisions the preparation of a Grants Resource Guide, conducting a grants workshop, and providing grants consultation.

Status/Accomplishments: The Rockingham Planning Commission received two proposals to provide all services associated with this program component but determined that neither of the proposals was sufficient to meet the needs of the program as envisioned. In response, the project scope has been redefined to be implemented task-by-task. The Grants Resource Guide is in the process of being re-bid as a discrete task, the grants workshop was held at the September CTAP Training Conference, and the Community Grants Consultation funds are now available through the use of a community grants application of up to \$1200/community.

Actual versus Expected Results: This service was supposed to originally be available by February 2007. This program component has experienced some delays due to the lack of adequate proposals received through a formal RFP process. In response, the program has been reconfigured and distinct components are moving forward.

Feedback Received: None at this time.

Leveraged Support/Resources: None at this time.

Lead: Rockingham Planning Commission

Resources: The total allotted budget is \$60,000.

Appendix I

Survey results from September CTAP conference participants

| Which one (1) of the 6 barriers to change identified by the group do you feel is most important to overcome in order to stimulate change in your community? | | |
|--|-------------------------|-----------------------|
| answer options | Response Percent | Response Count |
| Lack of Understanding/Apathy | 52.38% | 11 |
| Dislike of Conflict | 0.00% | 0 |
| Time/People Power | 14.29% | 3 |
| Perceptions of CTAP | 14.29% | 3 |
| Politics/Differing Views on Outcomes | 19.05% | 4 |
| Cost | 0.00% | 0 |
| <i>answered question</i> | | 21 |
| <i>skipped question</i> | | 0 |

| What are you personally willing to do to raise awareness in your community about the need to plan for growth? | | |
|--|-------------------------|-----------------------|
| answer options | Response Percent | Response Count |
| Talk individually with local opinion leaders | 42.86% | 9 |
| Lead small meetings with small groups of local town members | 28.57% | 6 |
| Take the lead on a particular CTAP initiative for my town | 14.29% | 3 |
| Talk with leadership in adjoining towns to educate, involve. | 0.00% | 0 |
| Be interviewed for a newspaper article | 23.81% | 5 |
| Sign letter to town residents | 19.05% | 4 |
| Continue to attend workshops offered by CTAP | 66.67% | 14 |
| Other | 14.29% | 3 |
| Other (please specify) | | 3 |
| <i>answered question</i> | | 21 |
| <i>skipped question</i> | | 0 |

Appendix I

| Which one (1) affinity identified by the group do you believe will be most useful to stimulate change in your community? | | |
|---|-------------------------|-----------------------|
| answer options | Response Percent | Response Count |
| Economic changes | 19.05% | 4 |
| Establishment of a common vision | 33.33% | 7 |
| Personal Contact/Connection | 23.81% | 5 |
| Visible Changes in Quality of life | 14.29% | 3 |
| Information transfer | 19.05% | 4 |
| Using already established groups/venues | 0.00% | 0 |
| answered question | | 21 |
| skipped question | | 0 |

| Check the two (2) triggering events that you believe are most likely to occur in your community within the next 12 – 18 months. | | |
|--|-------------------------|-----------------------|
| answer options | Response Percent | Response Count |
| Development threatening community status quo | 47.62% | 10 |
| Disrepair/disintegration of current systems | 14.29% | 3 |
| Disaster | 0.00% | 0 |
| Economic Changes Detrimental to the Community | 19.05% | 4 |
| Positive Economic changes as a result of good planning | 33.33% | 7 |
| Public Events | 14.29% | 3 |
| Donations of Land/Easements | 9.52% | 2 |
| Plan Development | 38.10% | 8 |
| Upgrades in adjoining/other towns | 19.05% | 4 |
| answered question | | 21 |
| skipped question | | 0 |

Appendix II

CTAP Effectiveness Survey Results – June 12, 2007

| How effective are each of the following items and activities? | Very Effective | Somewhat Effective | Not Effective | Neutral/Too Soon to Tell |
|---|----------------|--------------------|---------------|--------------------------|
| Local Government Discretionary Accounts | 27.5% | 35.0% | 5.0% | 32.5% |
| Website | 19.5% | 36.6% | 17.1% | 26.8% |
| Corridor News | 19.0% | 57.1% | 9.5% | 14.3% |
| Resource Books 1, 2, & 3 | 45.2% | 31.0% | 14.3% | 9.5% |
| Vision to Action Document | 41.5% | 39.0% | 12.2% | 7.3% |
| Meeting Materials | 51.2% | 43.9% | 4.9% | 0.0% |
| Annual Corridor Workshop Meetings | 42.5% | 37.5% | 0.0% | 20.0% |
| Connecting Land Use & Transportation Workshop | 33.3% | 15.4% | 12.8% | 38.5% |
| CTAP Community Meetings | 41.0% | 41.0% | 5.1% | 12.8% |
| Meeting Facilitation | 80.0% | 12.5% | 5.0% | 2.5% |
| The ability of the process to allow your input/feedback | 68.3% | 29.3% | 2.4% | 0.0% |
| Dissemination of CTAP information | 41.9% | 44.2% | 11.6% | 2.3% |
| Setting CTAP program priorities | 38.1% | 52.4% | 2.4% | 7.1% |
| Engagement of multiple stakeholders | 52.5% | 32.5% | 12.5% | 2.5% |
| Responding to local community needs relating to CTAP | 28.6% | 35.7% | 14.3% | 21.4% |
| Engagement of local community members in Year 1 programs | 23.3% | 44.2% | 18.6% | 14.0% |

Appendix III

| First Conservation Commission Institute Evaluation Results for all RPC's (Spring '07) | | | | | |
|---|--------------------------|-----------------|---------------|--------------|-----------------------|
| Content | Strongly Disagree | Disagree | Unsure | Agree | Strongly Agree |
| A. A better understanding of the location and significance of different natural resources is an important step in planning for future growth. | | | | 33.3% | 66.7% |
| B. This program improved my understanding of the natural resources in my community. | | | 8.6% | 65.7% | 25.7% |
| C. This program improved my understanding of the Wildlife Action Plan, Natural Services Network, and Coastal Conservation Plan. | | | 33.3% | 41.7% | 25.0% |
| D. After tonight's program, I know how to better use natural resource information for local planning and decision-making. | | 2.9% | 8.6% | 77.1% | 11.4% |
| What type of follow-up support would help you make better use of the information shared this evening? | | | | | |
| <i>I like the idea that you will contact and help us do open space planning.</i> | | | | | |
| <i>Come to our town (town not given)</i> | | | | | |
| <i>updating of maps for Pelham</i> | | | | | |
| <i>email distribution to attendees of 1) overhead presentations 2) presenter, affiliation, contact info.</i> | | | | | |
| <i>provide the town with these maps so that they can be overlaid onto town maps we use.</i> | | | | | |
| <i>web-based training of use of WAP & GRANIT & other DES databases</i> | | | | | |
| <i>updated mapping based on local review & feedback on accuracy shown</i> | | | | | |
| <i>DVD</i> | | | | | |
| <i>GIS training, help perfecting conservation zoning ordinances & mapping assistance for conservation plan techniques for selling ideas to town officials/townspeople</i> | | | | | |
| <i>We need a training powerpoint so we can share this with others in our town.</i> | | | | | |
| <i>Integrating WAP & NSN into local planning process</i> | | | | | |
| <i>Access to GIS specialist for further analysis in town</i> | | | | | |

Appendix III

| Structure and Presenters | Poor | Fair | Adequate | Good | Excellent |
|--|-------------|-------------|-----------------|-------------|------------------|
| A. Rate today's presenter(s) based on style, pace of delivery, instruction skills, etc. | | | 2.8% | 61.1% | 36.1% |
| B. Rate the training materials/handouts. | | | 19.4% | 47.2% | 33.3% |
| C. Rate the facilities and location | | | 5.6% | 50.0% | 44.4% |
| D. Overall, how would you rate this program | | | 2.9% | 65.7% | 31.4% |

General

| | | |
|--|------------|-----------|
| Prior to this evening – had you heard about the I-93 Community Technical Assistance Program (CTAP)? | Yes | No |
| | 73.0% | 27.0% |
| Prior to this evening – have you attended another CTAP event? | Yes | No |
| | 37.8% | 62.2% |

Other Comments:

| |
|--|
| <i>The conclusion slides and speaker was too lengthy. Could it be more concise or condensed.</i> |
| <i>The program itself was badly needed and would have been great 2-3 years ago before much development hit our area.</i> |
| <i>I feel CTAP is and will be a very powerful force in helping us protect our natural resources and rural character</i> |
| <i>Local restrictive easements</i> |
| <i>Info. should maybe be posted on NRPC website because it was a lot to take in in a short time.</i> |
| <i>Need more than one member of each CC to attend.</i> |
| <i>A lot of information was provided in a very good manner.</i> |
| <i>Key issue - getting planning board buy-in</i> |
| <i>Any limitations were mine</i> |

Please provide your suggestion for future Conservation Commission workshops/technical assistance or other CTAP activities:

| |
|--|
| <i>The Regional Planning Commissions should ask all of the 26 CTAP communities to document and quantify the purchase of conservation land, development rights, first right of refusal and conservation area that communities have done since 2005 when CTAP started.</i> |
| <i>Conservation subdivision; how to structure and hold pre-application meetings; help understanding resources available to plan</i> |
| <i>Model open space/conservation subdivision regulations</i> |
| <i>take home power points</i> |
| <i>news release - ready clips for general public info.</i> |
| <i>good open space subdivisions vs. bad open space subdivisions</i> |