



Vision to Action

*CTAP Community Meeting
May 31, 2007*



Content was developed by the CTAP Steering Committee and Theme Working Groups. This document was prepared by the Antioch New England Institute of Antioch University New England under contract with Clough Harbour and Associates L.L.P.

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Introduction

CTAP and CTAP Programs

The Community Technical Assistance Program (CTAP) is a comprehensive growth management initiative by the NH Department of Transportation 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.

CTAP programs aim to achieve goals that reach across four over-arching themes and 10 sub-themes. These goals were derived from a December 2005 visioning session attended by 85 participants representing municipalities, regional, state and federal agencies, non-governmental organizations, and other interested parties within the 26 town I-93 reconstruction corridor. 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 in order to achieve CTAP goals 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 (Appendix 1). This document 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 period February-May 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 within this document will be presented by the working group co-chairs and Steering Committee members for review by the full CTAP community at a public event 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 will create a Year-Two program that takes into account stakeholder and CTAP priorities. Year-Two programs will be announced at a CTAP community event on September 29, 2007.

*Some activities may fall outside of the purview of CTAP. However, the ideas are presented here as they were discussed and agreed upon by the theme working groups.

Organization of this Document

This document is structured according to the different themes and sub-themes identified above. Within each theme and sub-theme specific action categories and action steps are identified and numbered for easy reference. Each action has an associated proposed year in which its implementation will begin. Please consider the years as indicating the sequential order for programming rather than the specific years in which they would necessarily be implemented. Each action step has been assigned an importance number by the 2007 theme working groups with 1 being of greatest importance.

This is a working document. CTAP has integrated into its programming an extensive evaluation process. As CTAP progresses, it will consider public input and evaluation results to appropriately modify its approach and action priorities. As modifications are made this document will be updated.

For additional information on CTAP or how to become a partner in delivering the activities contained within this document please visit:

www.NHCTAP.com

You may also direct questions, comments, or feedback to:

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Theme A: Community Infrastructure

High quality municipal and educational services and infrastructure, accessible and diverse transportation solutions, and adequate housing

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

Overview

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.

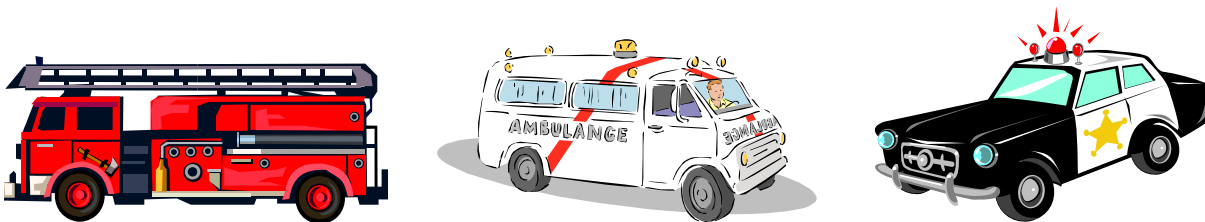
Outcomes

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

Potential Longer-Term Strategies and Actions

CTAP will support a range of actions to assist communities in 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.*



A.	Theme A: Community Infrastructure					
A.1.	Sub-Theme 1: Funding and Delivering Municipal Services					
A.1.1.	Action Category 1: Provide tools technical assistance and training to local governments and school boards to assist them in preparing for future infrastructure and service needs.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.1.1.1.	Action Step 1: Conduct audits/assessments of the current state of municipal and school infrastructure that takes into account the ability to meet projected population growth.	1	X			
A.1.1.2.	Action Step 2: Update tools and models that local governments can use to estimate future growth.	2		X		
A.1.1.3.	Action Step 3: Educate municipal officials and the public on their master plans and other planning and development decisions.	3	X			
A.1.1.4.	Action Step 4: Assist local government in developing and/or updating Master Plans.	4	X			
A.1.1.5.	Action Step 5: Assist local government in developing and/or updating Capital Improvement Plans (CIP's). Coordinate capital budgets with operating budgets.	5		X		

A.	Theme A: Community Infrastructure					
A.1.	Sub-Theme 1: Funding and Delivering Municipal Services					
A.1.2.	Action Category 2: Assist local governments in identifying alternative external funding sources for infrastructure expansion and services.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.1.2.1.	Action Step 1: Provide technical assistance to local governments in funding requests and applying for external funding for infrastructure expansion and services.	1	X			

A.	Theme A: Community Infrastructure					
A.1.	Sub-Theme 1: Funding and Delivering Municipal Services					
A.1.3.	Action Category 3: Support local government efforts to develop and adopt a system of alternative revenue generating sources for capital costs of infrastructure e.g. impact fees user fees.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.1.3.1.	Action Step 1: Identify current revenue sources and levels of revenue from each source and their associated budget items.	1	X			
A.1.3.2.	Action Step 2: Conduct workshops for town officials to explore alternative revenue.	2		X		
A.1.3.3.	Action Step 3: Increase public awareness and public buy-in on benefits of alternative revenue sources and how they can be implemented.	3		X		
A.1.3.4.	Action Step 4: Identify local alternative revenue sources.	4	X			
A.1.3.5.	Action Step 5: Assist local governments in preparing proposed ordinances and warrants to obtain approval at municipal meetings.	5			X	
A.1.3.6.	Action Step 6: Explore the idea of a regional system for collecting and administering alternative revenue sources.	6				X

A.	Theme A: Community Infrastructure					
A.1.	Sub-Theme 1: Funding and Delivering Municipal Services					
A.1.4.	Action Category 4: Engage in dialogue with community members.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.1.4.1.	Action Step 1: Undertake community outreach efforts to gauge community member's expectations of municipal and school services.	1		X		
A.1.4.2.	Action Step 2: Provide clear and concise information to the public about costs of providing different levels of services.	2		X		

A.	Theme A: Community Infrastructure					
A.1.	Sub-Theme 1: Funding and Delivering Municipal Services					
A.1.5.	Action Category 5: Other Activities.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.1.5.1.	Action Step 1: Identify needs for installation, extending, and upgrading municipal water and sewer system for higher density housing and economic development.	1		X		

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 Longer-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 geographic information systems (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.



A.	Theme A: Community Infrastructure					
A.2.	Sub-Theme 2: Regional Cooperation					
A.2.1.	Action Category 1: Explore mechanisms for promoting regional cooperation among communities to help address infrastructure and service needs.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.2.1.1.	Action Step 1: Facilitate multi-regional dialogues focused on specific infrastructure and service needs e.g. transportation through a series of forums and meetings that include all key stakeholders (similar in concept to Planners’ Roundtables).	1	X			
A.2.1.2.	Action Step 2: Conduct a regional inventory of existing tools and resources related to specific infrastructure needs.	2	X			
A.2.1.3.	Action Step 3: Identify appropriate institutions which can facilitate improved regional discussions on specific topics.	3	X			
A.2.1.4.	Action Step 4: Provide financial support for regional facilitation of issues and solutions and local implementation of regionally-determined solutions.	4		X		
A.2.1.5.	Action Step 5: Explore idea of establishing a new coordinating structure to support towns working with neighboring towns on specific infrastructure/service needs.	5		X		
A.2.1.6.	Action Step 6: Identify approaches for regional tax sharing for funding specific infrastructure and service needs.	6			X	

A.	Theme A: Community Infrastructure					
A.2.	Sub-Theme 2: Regional Cooperation					
A.2.2.	Action Category 2: Promote greater communication, education, and understanding among local officials regional planning commissions and the public.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.2.2.1.	Action Step 1 : Educate public on the importance of regional planning as a means for reducing duplication of resources and facilitating cooperation among communities. Conduct a series of meetings and focus groups between boards of selectmen and regional planning commissions to facilitate dialogue and address key regional issues.	1	X			
A.2.2.2.	Action Step 2: Using real data inform public about regional impacts.	2	X			

A.	Theme A: Community Infrastructure					
A.2.	Sub-Theme 2: Regional Cooperation					
A.2.3.	Action Category 3: Strengthen regional approaches to plan for and address development that has regional impacts.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.2.3.1.	Action Step 1: Provide adequate financial support to regional planning commissions to participate in projects that are regional in nature and/or have regional significance.	1	X			
A.2.3.2.	Action Step 2: Work with the NH legislature to adopt new laws that strengthen the development review process at a regional level.	2	X			
A.2.3.3.	Action Step 3: Develop and maintain regional databases and geographic information systems (GIS).	3	X			
A.2.3.4.	Action Step 4: Establish a formal system for regional information sharing on specific development proposals.	4			X	

A.	Theme A: Community Infrastructure					
A.2.	Sub-Theme 2: Regional Cooperation					
A.2.4.	Action Category 4: Explore addressing specific infrastructure needs on a regional basis.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.2.4.1.	Action Step 1: Conduct regional assessments of specific infrastructure needs services and capacity in partnership with regional planning commissions.	1	X			
A.2.4.2.	Action Step 2: Convene local officials and RPC's to educate and facilitate the benefits of regional cooperation.	2	X			
A.2.4.3.	Action Step 3: Facilitate dialogue between select board and planning commissions.	3	X			

A.	Theme A: Community Infrastructure					
A.2.	Sub-Theme 2: Regional Cooperation					
A.2.5.	Action Category 5: Propose legislation and work with NH Legislature.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.2.5.1.	Action Step 1: Examine/explore enabling legislation that allows selectboards to enter into multi-town agreements.	1		X		
A.2.5.2.	Action Step 2: Work with the state legislature to increase funding for infrastructure on a regional basis.	2		X		

Sub-theme 3: Housing

Overview

According to a 2004 report by the NH Housing Finance Authority, New Hampshire is facing a critical housing shortage in all price categories, but 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 Longer-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 Jeffrey H. Taylor and Associates, Concord, NH.

A.	Theme A: Community Infrastructure					
A.3.	Sub-Theme 3: Housing					
A.3.1.	Action Category 1: Utilize a range of innovative land-use approaches to expand affordable housing.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.3.1.1.	Action Step 1: Review existing zoning ordinance to ensure that they do not unreasonably limit or restrict affordable housing.	1	X			
A.3.1.2.	Action Step 2: Update zoning ordinances accordingly.	2		X		
A.3.1.3.	Action Step 3: Encourage the preparation of neighborhood or village revitalization plans.	3		X		
A.3.1.4.	Action Step 4: Allow for mixed-uses mixed densities and "in-law" apartments.	4		X		
A.3.1.5.	Action Step 5: Promote mixed-income housing.	5		X		
A.3.1.6.	Action Step 6: Provide density bonuses to developers for constructing affordable units.	6		X		
A.3.1.7.	Action Step 7: Explore using "inclusionary zoning" which provide incentives to property owners to produce affordable housing units.	7		X		
A.3.1.8.	Action Step 8: Adopt deed restrictions and other tools to keep approved affordable housing.	8			X	
A.3.1.9.	Action Step 9: Utilize smart growth four step methodology being developed by NH Charitable Foundation through the Smart Growth Roundtable.	Need more information				

A.	Theme A: Community Infrastructure					
A.3.	Sub-Theme 3: Housing					
A.3.2.	Action Category 2: Encourage energy efficient and green construction.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.3.2.1.	Action Step 1: Assess Energy Consumption and current building and planning regulations at the community level	1	X			
A.3.2.2.	Action Step 2: Promote use of energy rating programs such as "Energy Star" to inform buyers about efficiency levels.	2	X			
A.3.2.3.	Action Step 3: Consider adopting building codes with energy efficiency standards.	3		X		
A.3.2.4.	Action Step 4: Provide financial incentives to developers to use energy efficient building techniques.	4		X		

A.	Theme A: Community Infrastructure					
A.3.	Sub-Theme 3: Housing					
A.3.3.	Action Category 3: Work with local and/or state agencies and legislative bodies to expand the availability of affordable housing.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.3.3.1.	Action Step 1: Work w/the NH State Legislature to identify incentives disincentives barriers & solutions to affordable housing including giving towns more authority to address and remove barriers to affordable housing.	1	X			
A.3.3.2.	Action Step 2: Explore new regional housing authorities or expand NH Housing Finance Agency to develop and manage affordable housing in small towns.	2				X

A.	Theme A: Community Infrastructure					
A.3.	Sub-Theme 3: Housing					
A.3.4.	Action Category 4: Preserve and renovate historic buildings.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.3.4.1.	Action Step 1: Inventory historic properties within the community.	1	X			
A.3.4.2	Action Step 2: Identify available resources for renovating historic properties.	2		X		
A.3.4.3.	Action Step 3: Consider adopting demolition ordinances that make it more difficult to demolish historic buildings.	3		X		

Sub-theme 4: Transportation

Overview

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

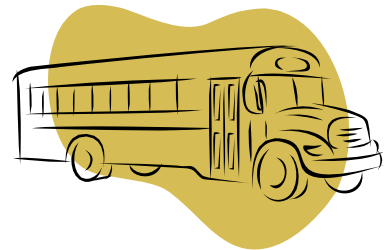
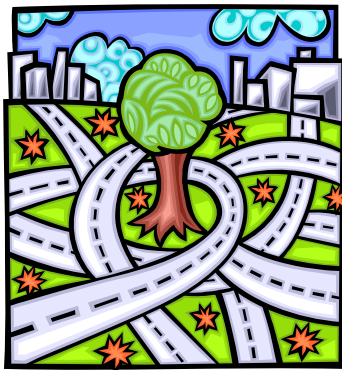
- Mobile, reliable, safe and diverse transportation systems for delivery of services, goods, and people

Potential Longer-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-uses 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, reorienting 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.



A.	Theme A: Community Infrastructure					
A.4.	Sub-Theme 4: Transportation					
A.4.1.	Action Category 1: Develop major transportation corridor plans to protect transportation investment and encourage better transportation corridor and land-use.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.4.1.1.	Action Step 1: Identify critical and threatened transportation corridors (e.g. Routes 125, 202, 111, 101).	1	X			
A.4.1.2.	Action Step 2: Prioritize transportation corridors.	2	X			
A.4.1.3.	Action Step 3: Create corridor committee with representatives from communities along the respective corridors to develop a corridor plan and undertake public outreach; assess transport aspects and changing land-uses of each corridor, e.g. conduct build out analysis and create corridor committee. Find alternatives to address concerns and identify priorities among participating communities.	3		X		

A.	Theme A: Community Infrastructure					
A.4.	Sub-Theme 4: Transportation					
A.4.2.	Action Category 2: Improve existing local transportation network.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.4.2.1.	Action Step 1: Conduct analysis of transportation needs along the I-93 expansion corridor and identify gaps in existing plans. Ensure that local roads are designed to meet local needs.	1	X			
A.4.2.2.	Action Step 2: Provide funding for traffic impact studies	2	X			

A.	Theme A: Community Infrastructure					
A.4.	Sub-Theme 4: Transportation					
A.4.3.	Action Category 3: Direct more money toward alternative transit.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.4.3.1.	Action Step 1: Inventory existing funding options for alternative transit and maximize and leverage federal, state, and local transportation money with local, private, and NGO funds.	1	X			
A.4.3.2.	Action Step 2: Reorient expenditures of transportation dollars to focus on how to most efficiently transport goods and people (versus primarily highway construction).	2	X			
A.4.3.3.	Action Step 3: Implement steps identified in NH Transit Investment Study (rail and rubber tire transit and land-use).	3		X		

A.	Theme A; Community Infrastructure					
A.4.	Sub-Theme 4: Transportation					
A.4.4.	Action Category 4: Improve coordination among public and private transit providers to help those individuals without easy access to transportation (see DOT long term plan).					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.4.4.1.	Action Step 1: Identifying and inventorying existing transit service providers and users.	1	X			
A.4.4.2.	Action Step 2: Conduct transit feasibility studies identifying areas of future need.	2		X		
A.4.4.3.	Action Step 3: Expand and create additional brokerage programs systems among public transit providers.	3		X		
A.4.4.4.	Action Step 4: Increase coordination between different service providers.	4		X		
A.4.4.5.	Action Step 5: Create common dispatch with different service providers.	5			X	

A.	Theme A; Community Infrastructure					
A.4.	Sub-Theme 4: Transportation					
A.4.5.	Action Category 5: Promote bicycle and pedestrian paths, inner-city and intra-city transit options, and park and ride systems into new town master plans.					
		Importance	Year 2	Year 3	Year 4	Year 5+
A.4.5.1.	Action Step 1: Work with regional planning commissions and local governments to connect transportations and land-use in and across local master plans and projects.	1	X			
A.4.5.2.	Action Step 2: Educate stakeholders on how to implement "transit-oriented development" that focuses on compact, walk able development centered around transit centers. Raise Public Awareness: Educate the public about the concept of "sharing the road", and the benefits of mass transit, high occupancy vehicles, and rideshare programs. Raise public awareness and involvement in transportation planning.	2	X			
A.4.5.3.	Action Step 3: Create incentives to improve coordination between transportation planning and land-use at the local level.	3		X		
A.4.5.4.	Action Step 4: Promote and plan multi-modal transportation and land-use options: Build useable and customer-friendly transit systems, develop collector systems to feed more riders to larger vehicles and public transit providers, integrate rideshare programs with existing public, private and NGO transit providers, and construct new separate bicycle/pedestrian paths and sidewalks and shoulders on roadways.	4		X		

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

Strengthened protection and expanded access to natural resources and open space

Introduction

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. Further, 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 Longer-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 and considering the possibility of developing regional building codes, and providing for consistent enforcement and appropriate legal actions.



B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.1.	Sub-Theme 1: Environmental Protection and Land Use					
B.1.1.	Action Category 1: Develop a shared understanding among all stakeholders on how to minimize the environmental impact of development through location and design.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.1.1.1.	Action Step 1: Convene working groups of diverse stakeholders in selected towns to facilitate shared understanding on how to minimize environmental impacts of development.	1	X			
B.1.1.2.	Action Step 2: Conduct a series of trainings for developers, town officials, and non-profit organizations on model approaches.	2	X			

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.1.	Sub-Theme 1: Environmental Protection and Land Use					
B.1.2.	Action Category 2: Assist communities in the preparation and adoption of development standards that minimize environmental impacts.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.1.2.1.	Action Step 1: Educate stakeholders about the benefits and basic elements of Minimum Impact Development.	1	X			
B.1.2.2.	Action Step 2: Develop a shared understanding among diverse stakeholders on how to minimize environmental impact of development through location and design (see above).	1	X			
B.1.2.3.	Action Step 3: Assist town officials in preparing, finalizing, and adopting innovative land-use guidelines that minimize the environmental impacts of development	2	X			
B.1.2.4.	Action Step 4: Prepare and disseminate model language and case studies of subdivision site plan regulations and zoning ordinances that minimize environmental impacts of development.	3	X			

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.1.	Sub-Theme 1: Environmental Protection and Land Use					
B.1.3.	Action Category 3: Improve education, training, and technical assistance for planning boards and developers.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.1.3.1.	Action Step 1: Provide information and techniques for flood management and storage.	1		X		
B.1.3.2.	Action Step 2: Provide planning boards with resources to plan for and effectively respond to major development projects.	2		X		
B.1.3.3.	Action Step 3: Provide information and techniques for minimizing adverse development impacts including concept of Minimum Impact Development standards.	2	X			
B.1.3.4.	Action Step 4: Conduct a comprehensive outreach and education program for developers on how to comply with appropriate environmental standards and codes.	3			X	
B.1.3.5.	Action Step 5: Support, encourage, and identify technical assistance from state and regional agencies and non-profit organizations to address environmental issues at the regional level, including regional development impacts.	4				

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.1.	Sub-Theme 1: Environmental Protection and Land Use					
B.1.4.	Action Category 4: Encourage communities to create common protection strategies for critical water supply lands and other water supplies including high-yield aquifers, well-head protection areas, and hydrologic areas of concern.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.1.4.1.	Action Step 1: Update and disseminate regional data on watershed areas and clearly identify and map critical water supply areas.	1	X			
B.1.4.2.	Action Step 2: Incorporate critical water supply lands in town open space plans.	1	X			
B.1.4.3.	Action Step 3: Conduct public education and outreach efforts to inform communities about critical water supply lands and how to protect them through behavioral changes.	2		X		
B.1.4.4.	Action Step 4: Form inter-town working groups to develop regulations and zoning standards to protect critical water resources.	3		X		
B.1.4.5.	Action Step 5: Establish monitoring program for baseline water quality and hopeful improvement.	3		X		
B.1.4.6.	Action Step 6: Replicate the Seacoast groundwater study that identifies resources and issues on a regional basis over time, and determine appropriate resource management response.	5			X	

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.1.	Sub-Theme 1: Environmental Protection and Land Use					
B.1.5.	Action Category 5: Improve code enforcement.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.1.5.1.	Action Step 1: Improve coordination among different agencies at the state and local level and consider possibility of developing regional building codes.	1	X			
B.1.5.2.	Action Step 2: For building codes, provide consistent enforcement and appropriate legal actions.	2		X		

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 Longer-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,

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

and using town planning and innovative zoning models to designate priority areas for protection and linking open space with village development.

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 such 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. ***Inventorizing 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.



B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.2.	Sub-Theme 2: Open Space Protection					
B.2.1.	Action Category 1: Provide tools, technical assistance, and education on open space planning.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.2.1.1.	Action Step 1: Action step one has two parts: A) Provide the numbers to evaluate economic value of open space in individual towns. B) Help towns communicate the economic value of their open space.	1	X			
B.2.1.2.	Action Step 2: Assist towns and local conservation organizations on how to establish and fund conservation/open space funds.	2		X		
B.2.1.3.	Action Step 3: Develop a task force to conduct a needs assessment and develop guidelines and recommendations for stewardship of open space and conservation lands.	3	X			
B.2.1.4.	Action Step 4: Update the existing public access data base and disseminate this information to communities.	4				X
B.2.1.5.	Action Step 5: Assist communities in assessing recreational needs and opportunities.	5				X

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.2.	Sub-Theme 2: Open Space Protection					
B.2.2.	Action Category 2: Explore regulatory and voluntary applications for protecting open space.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.2.2.1.	Action Step 1: Assist towns in preparing "Open Space Plans" that utilize local, regional, and state resources and work with towns to incorporate Open Space Plans into Town Master Plans and zoning ordinances.	1	X			
B.2.2.2.	Action Step 2: Use town planning and innovative zoning models, such as transfer of development rights and the creation of conservation subdivisions, to designate priority areas for protection and linking open space with village development.	2		X		

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.2.	Sub-Theme 2: Open Space Protection					
B.2.3.	Action Category 3: Establish a Task Force that will explore how to provide adequate funding for protecting open space.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.2.3.1.	Action Step 1: Establish an independent task force (see Action Category 1) to look at funding conservation lands, including the following options: A) Consider increasing land transfer tax and direct funds generated for open space efforts; B) Adopt local mechanisms for funding open space protection, e.g. impact fees (see Funding and Delivering Municipal Services); C) Work with the NH Legislature to adopt new enabling legislation that allows towns to use impact fees for open space protection; D) Create a permanent funding source for Land and Community Heritage Investment Program (LCHIP); E) Explore concept of a statewide authority that enables towns to voluntarily tax themselves to protect open space; F) Increase penalties for developing lands under current use; H) Provide financial incentives for protecting open space.	1	X			

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.2.	Sub-Theme 2: Open Space Protection					
B.2.4.	Action Category 4: Develop and implement a regional approach to green infrastructure in the CTAP region.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.2.4.1.	Action Step 1: Use the newly formed Conservation Institute (a task force) to further dialogue and examine issues of interconnectivity and regional conservation (e.g. planning roundtables) as well as encourage towns to coordinate efforts on regulatory approaches to resource protection.	1		X		
B.2.4.2.	Action Step 2: Establish a better procedure for capturing conservation lands in the GRANIT database.	2	X			

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.2.	Sub-Theme 2: Open Space Protection					
B.2.5.	Action Category 5: Inventory natural resources and set priorities for open space.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.2.5.1.	Action Step 1: A) Conduct assessments and inventories of natural resources, e.g. deeryards, wetlands, wildlife corridors. B) Use Natural Resource Inventories (Norris) as a foundation for identifying priority areas for protection. C) Use GIS and digitized mapping techniques to catalogue natural resource values, such as wildlife habitat and endangered species.	1	X			
B.2.5.2.	Action Step 2: Train town officials and provide financial resources for conducting NRIs.	2	X			

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.2.	Sub-Theme 2: Open Space Protection					
B.2.6.	Action Category 6: Improve current use tax program.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.2.6.1.	Action Step 1: Disseminate information to towns on federal financial incentives to convert lands under temporary protection to permanent protection.	1	X			

B.	Theme B: Environmental Protection, Land Use, and Open Space					
B.2.	Sub-Theme 2: Open Space Protection					
B.2.7.	Action Category 7: Mitigate the wildlife habitat fragmentation effects and invasive species along highways and roads.					
		Importance	Year 2	Year 3	Year 4	Year 5+
B.2.7.1.	Action Step 1: Identify important terrestrial and aquatic stream crossing structures and construct mitigating structures.	1	X			
B.2.7.2.	Action Step 2: Remove and eradicate invasive species along transportation corridors.	2	X			

Theme C: Downtown/Village Centers and Community Vitality

Vital, diverse, safe, and participatory communities with rural character, vibrant town centers, and a wide range of cultural and recreational resources

Introduction

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. Further, community involvement is a foundation of 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 Longer-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.

C. Theme C: Downtown/Village Centers & Community Vitality						
C.1. Sub-Theme 1: Downtowns and Village Centers						
C.1.1. Action Category 1: Assist communities in implementing innovative land-use regulations that strengthen downtowns and community centers.						
		Importance	Year 2	Year 3	Year 4	Year 5+
C.1.1.1.	Action Step 1: Provide education and financial assistance to towns to hire town planners and zoning administrators.	1	X			
C.1.1.2.	Action Step 2: Educate town officials on how to effectively enforce zoning regulations.	2	X			
C.1.1.3.	Action Step 3: Provide training tools and case studies to town planners and officials on innovative land-use approaches including site visits to communities with innovative downtown land-use regulations.	3	X			
C.1.1.4.	Action Step 4: Conduct alternative build-out analyses to help towns visualize the impacts of development.	4	X			
C.1.1.5.	Action Step 5: Enact changes in local zoning ordinances to allow mixed use promote walkability and allow for higher density consistent with community character.	5		X		
C.1.1.6.	Action Step 6: Conduct cost of development studies to evaluate the full cost impacts of new development.	6		X		
C.1.1.7.	Action Step 7: Explore innovative approaches to concentrating development in urban centers such as urban growth boundaries transfer of density rights and growth management ordinances.	7		X		
C.1.1.8.	Action Step 8: Assist towns in planning for heritage and historic districts.	8		X		

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.1.	Sub-Theme 1: Downtowns and Village Centers					
C.1.2.	Action Category 2: Raise public awareness and stimulate local public involvement on improving downtown and village centers.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.1.2.1.	Action Step 1: Conduct extensive community outreach and educational programs on the impacts of I-93 expansion and CTAP to the 26 communities.	1	X			
C.1.2.1.	Action Step 2: Organize public design sessions where citizens can be directly involved in envisioning and designing areas within their communities in need of redevelopment e.g. charrettes. Implement follow-up plan with appropriate organization(s).	2		X		
C.1.2.1.	Action Step 3: Use the Main Street approach as an example for towns to improve their downtown and village centers.	3	X			

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.1.	Sub-Theme 1: Downtowns and Village Centers					
C.1.3.	Action Category 3: Utilize a range of financial tools to strengthen downtowns and community centers.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.1.3.1.	Action Step 1: Provide incentives for infill development including setbacks and parking requirements for higher density development.	1		X		
C.1.3.2.	Action Step 2: Promote innovative public-private partnerships to stimulate development.	2			X	
C.1.3.3.	Action Step 3: Encourage the use of innovative financing mechanisms such as tax incremental financing impact fees and building improvement districts.	3			X	

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.1.	Sub-Theme 1: Downtowns and Village Centers					
C.1.4.	Action Category 4: Promote walkable downtowns and villages.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.1.4.1.	Action Step 1: Educate public on importance of trails and pathways for walkable communities.	1	X			
C.1.4.2.	Action Step 2: Educate local officials and planners on how to implement transit-oriented development that focuses on compact walkable development located around transit centers.	2	X			
C.1.4.3.	Action Step 3: Implement and build inter-connected network of bicycle and pedestrian paths within and among communities in the region.	3			X	
C.1.4.4.	Action Step 4: Design and plan regional greenways to enhance village and community centers.	4		X		

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.1.	Sub-Theme 1: Downtowns and Village Centers					
C.1.5.	Action Category 5: Redevelop brownfield sites.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.1.5.1.	Action Step 1: Inventory potential brownfield sites.	1	X			
C.1.5.2.	Action Step 2: Assist local governments in preparing grant proposals to state and federal government for brownfields redevelopment including NH Brownfields Redevelopment Loan Fund NH Brownfields Covenant Program and NH Brownfields Assessment Program.	2	X			
C.1.5.3.	Action Step 3: Provide technical assistance to town and regional planners on how to access brownfields redevelopment funding.	3	X			
C.1.5.4.	Action Step 4: Conduct site assessments of available brownfield sites in communities.	4		X		
C.1.5.5.	Action Step 5: Work closely with developers and provide incentives to redevelop brownfield sites.	5			X	

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.1.	Sub-Theme 1: Downtowns and Village Centers					
C.1.6.	Action Category 6: Assist local officials in updating building codes.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.1.6.1.	Action Step 1: Educate town building code officials on smart codes and how to improve enforcement of building codes.	1	X			
C.1.6.2.	Action Step 2: Revise local building codes to encourage the reuse of and multiple-use in older buildings (coordinate with current state efforts to incorporate Smart Growth principles into the state building code).	2		X		

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,” that 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. For example, 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 Longer-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 on 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 DRED

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

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

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. ***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.



C.	Theme C: Downtown/Village Centers & Community Vitality					
C.2.	Sub-Theme 2: Vibrant Communities					
C.2.1.	Action Category 1: Increase outreach and education to residents about issues of growth management and planning and proposed solutions.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.2.1.1.	Action Step 1: Increase outreach and education to residents about issues of growth management, planning and proposed solutions including innovative land-use approaches and on concentrating development as a means for protecting rural character. Target civic and business groups, and schools.	1	X			

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.2.	Sub-Theme 2: Vibrant Communities					
C.2.2.	Action Category 2: Explore 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 (community volunteerism).					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.2.2.1.	Action Step 1: Establish a roundtable group (regional committee) how to improve community sustainability/lifestyle improvement	1		X		
C.2.2.2.	Action Step 2: Work with towns to allow more flexibility related to home occupations.	2	X			
C.2.2.3.	Action Step 3: Increase affordable housing options/diversity.	3		X		
C.2.2.4.	Action Step 4: Develop business options and incentive programs with DRED for businesses to relocate to reduce employee commute time.	4		X		
C.2.2.5.	Action Step 5: Assess commute patterns with U.S. Census data when it becomes available in 2011.	5			X	

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.2.	Sub-Theme 2: Vibrant Communities					
C.2.3.	Action Category 3: Conduct extensive efforts to reach out to community members to get them involved in broad range of community activities.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.2.3.1.	Action Step 1: Identify all-stars at local level and conduct regular workshops to build community leadership, e.g., Leadership Londonderry. Groups include PTA, churches, little league, women's club, Rotary Clubs, Lion's Clubs.	1	X			
C.2.3.2.	Action Step 2: Use a diverse range of outreach methods to engage and educate community members in civic dialogue about community issues including community message boards, websites, and community television.	2		X	X	

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.2.	Sub-Theme 2: Vibrant Communities					
C.2.4.	Action Category 4: Ensure adequate recreational opportunities for all residents.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.2.4.1.	Action Step 1: Assess current recreational infrastructure population location and needs to encourage sufficient recreational opportunities (compared to national standards). Identify and coordinate existing public access databases for regional recreational opportunities.	1	X			
C.2.4.2.	Action Step 2: Incorporate recreational considerations in town master plans capital improvement plans and zoning ordinances.	2		X		
C.2.4.3.	Action Step 3: Seek funding and resources to implement recreational improvements, e.g., land acquisition, playing field construction, etc.	3	X			
C.2.4.4.	Action Step 4: Provide/encourage/create opportunities for regional collaborations for recreation.	4	X			

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.2.	Sub-Theme 2: Vibrant Communities					
C.2.5.	Action Category 5: Strengthen social infrastructure in communities.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.2.5.1.	Action Step 1: Promote volunteerism in communities by recognizing achievements, raising awareness about opportunities, and recruiting new individuals who do not traditionally volunteer.	1	X			
C.2.5.2.	Action Step 2: Develop a program for community-based service opportunities targeted to local and regional schools.	2	X			
C.2.5.3.	Action Step 3: Conduct an assessment of social infrastructure in communities, including formal and informal gathering places, types and effectiveness of social/service/civic/cultural/other organizations.	3		X		
C.2.5.4.	Action Step 4: Develop and implement recommendations for strengthening social infrastructure.	4			X	

C.	Theme C: Downtown/Village Centers & Community Vitality					
C.2.	Sub-Theme 2: Vibrant Communities					
C.2.6.	Action Category 6: Expand cultural opportunities and activities, e.g. art centers, music, etc.					
		Importance	Year 2	Year 3	Year 4	Year 5+
C.2.6.1.	Action Step 1: Assess current cultural infrastructure, population, location and needs to ensure that there are sufficient cultural opportunities (compared to national standards). Identify and coordinate existing cultural resources for regional cultural opportunities.	1	X			
C.2.6.2.	Action Step 2: Seek funding to expand cultural opportunities and activities, e.g. art centers, music, etc.	2	X	X		
C.2.6.3.	Action Step 3: Provide/encourage/create opportunities for regional collaborations for cultural activities.	3	X			

Theme D: Local Economy

Strengthened economic, business, and agricultural development that provides local employment and livable wages

Introduction

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 that economic growth occurs in ways that strengthen rather than detract from their communities. Further, 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.

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

Potential Longer-Term Strategies and Actions

CTAP will support a range of actions to support a sustainable 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 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.

<i>D.</i>	Theme D: Local Economy					
<i>D.1.</i>	Sub-Theme 1: Economic Vitality and Business Development					
<i>D.1.1.</i>	Action Category 1: Stimulate new business development and strengthen local economic development through financial and other incentives.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.1.1.1.</i>	Action Step 1: Identify geographic areas in each community suitable for new business development, e.g. access to municipal services.	1	X			
<i>D.1.1.2.</i>	Action Step 2: Develop local and/or regional Economic Development Plans.	2	X			
<i>D.1.1.3.</i>	Action Step 3: Consider establishing regional development or enterprise zones that provide financial and tax incentives to new businesses.	3		X		
<i>D.1.1.4.</i>	Action Step 4: Develop incentives, conduct marketing, and provide flexibility for businesses to move to New Hampshire.	4			X	
<i>D.1.1.5.</i>	Action Step 5: Work with local businesses to obtain financing from various state and federal programs, such as the NH Business Finance Authority and U.S. Small Business Administration.	5			X	
<i>D.1.1.6.</i>	Action Step 6: Assist communities in rehabilitating old buildings to serve as incubators for new business development.	6			X	

<i>D.</i>	Theme D: Local Economy					
<i>D.1.</i>	Sub-Theme 1: Economic Vitality and Business Development					
<i>D.1.2.</i>	Action Category 2: Provide support for local and regional economic development corporations.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.1.2.1.</i>	Action Step 1: Strengthen financial support for regional economic development corporations to assist communities' economic development efforts.	1	X			
<i>D.1.2.2.</i>	Action Step 2: Assist communities in establishing new local economic development commissions.	2		X		
<i>D.1.2.3.</i>	Action Step 3: Assist local economic development corporations in developing creative financial packages (DRED, regional economic development corporations).	3			X	

<i>D.</i>	Theme D: Local Economy					
<i>D.1.</i>	Sub-Theme 1: Economic Vitality and Business Development					
<i>D.1.3.</i>	Action Category 3: Provide technical support to local entrepreneurs and town planners.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.1.3.1.</i>	Action Step 1: Assist local planners in conducting impact analysis to assess the impacts of proposed developments, including impacts on local tax rates.	1	X			
<i>D.1.3.2.</i>	Action Step 2: Increase technical assistance to communities on economic and business development. (DRED, regional economic development corporations).	2		X		
<i>D.1.3.3.</i>	Action Step 3: Improve business access to information on demographics, labor skills, human and natural resources, and infrastructure for towns and the region, e.g. websites, marketing.	3		X		
<i>D.1.3.4.</i>	Action Step 4: Provide technical support to existing and new local businesses, including assistance in preparing business plans, regulatory requirements, etc.	4			X	
<i>D.1.3.5.</i>	Action Step 5: Coordinate and leverage assistance from small business technical support centers to provide assistance to small businesses, such as the NH Small Business Development Center.	5			X	

<i>D.</i>	Theme D: Local Economy					
<i>D.1.</i>	Sub-Theme 1: Economic Vitality and Business Development					
<i>D.1.4.</i>	Action Category 4: Encourage green economic development and entrepreneurship.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.1.4.1.</i>	Action Step 1: Educate municipalities and school districts of the importance of energy efficiency and renewable power.	1	X			
<i>D.1.4.2.</i>	Action Step 2: Educate businesses on the importance of energy efficiency and renewable power options.	2		X		
<i>D.1.4.3.</i>	Action Step 3: Educate citizens of the importance of energy efficiency and renewable power.	3		X		
<i>D.1.4.4.</i>	Action Step 4: Help promote green economic development.	4			X	
<i>D.1.4.5.</i>	Action Step 5: Attract green businesses to come to New Hampshire.	5			X	

<i>D.</i>	Theme D: Local Economy					
<i>D.1.</i>	Sub-Theme 1: Economic Vitality and Business Development					
<i>D.1.5.</i>	Action Category 5: Promote local products and services.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.1.5.1.</i>	Action Step 1: Assist local businesses in marketing and promoting their products and services.	1	X			
<i>D.1.5.2.</i>	Action Step 2: Support increased networking among local businesses.	2	X			
<i>D.1.5.3.</i>	Action Step 3: Support formation of new local business-community associations and strengthen existing associations.	3	X			
<i>D.1.5.4.</i>	Action Step 4: Promote tourism in the region, including exploring the idea of New Hampshire’s historic district scenic byways.	4		X		

<i>D.</i>	Theme D: Local Economy					
<i>D.1.</i>	Sub-Theme 1: Economic Vitality and Business Development					
<i>D.1.6.</i>	Action Category 6: Educate and involve public.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.1.6.1.</i>	Action Step 1: Conduct community visioning forums to actively solicit community input on where they would like to see their community in 20 years.	1	X			
<i>D.1.6.2.</i>	Action Step 2: Conduct extensive public education efforts on any proposed initiatives that support local economic development.	2	X			

<i>D.</i>	Theme D: Local Economy					
<i>D.1.</i>	Sub-Theme 1: Economic Vitality and Business Development					
<i>D.1.7.</i>	Action Category 7: Ensure adequate and appropriate training and education for local workforce.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.1.7.1.</i>	Action Step 1: Increase University presence.	1	X			
<i>D.1.7.2.</i>	Action Step 2: Link business community with higher educational system to provide appropriate training in anticipation of need.	1	X			
<i>D.1.7.3.</i>	Action Step 3: Improve high school programs to include: a) vocational centers, b) college curriculum, c) robotics.	1	X			
<i>D.1.7.4.</i>	Action Step 4: Certification programs for unskilled labor, for those who did not graduate from high school.	1	X			

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.

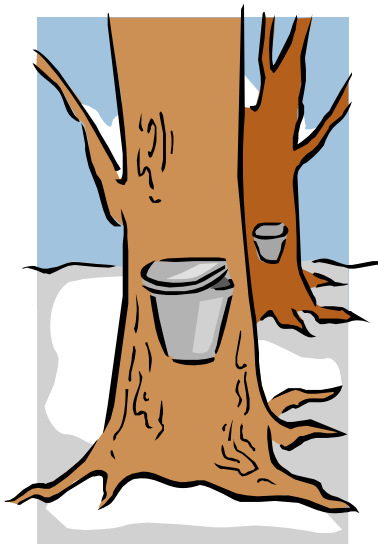
Potential Longer-Term Strategies and Actions

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.



<i>D.</i>	Theme D: Local Economy					
<i>D.2.</i>	Sub-Theme 2: Agriculture and Rural Working Landscapes					
<i>D.2.1.</i>	Action Category 1: Protect agricultural and forest lands from development pressures.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.2.1.1.</i>	Action Step 1: Assess current and potential farmland for agricultural production, through the use of NRCS prime farmland soil data and aerial photography, as well as developing potential development threats, to determine which parcels to prioritize for protection.	1	X			
<i>D.2.1.2.</i>	Action Step 2: Undertake a range of land-use and conservation programs to protect farm and forest lands, including purchasing of conservation easements, supporting broader use of transfer of development rights, and through zoning of conservation/farmland districts. (See Theme B: Environmental Protection and Open Space for more details).	2		X		

<i>D.</i>	Theme D: Local Economy					
<i>D.2.</i>	Sub-Theme 2: Agriculture and Rural Working Landscapes					
<i>D.2.2.</i>	Action Category 2: Encourage consumers to purchase locally-produced agricultural products.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.2.2.1.</i>	Action Step 1: Support programs that link consumers and producers of locally-grown foods, i.e. "buy-local" campaigns, farmers markets, agritourism, agritainment.	1	X			
<i>D.2.2.2.</i>	Action Step 2: Work with large grocery stores and other key institutions such as schools to commit to purchasing local food (farm to restaurant, farm to school, etc.) .	2		X		
<i>D.2.2.3.</i>	Action Step 3: Educate public about importance of local food self-sufficiency (strategic importance in emergency situations).	3	X			
<i>D.2.2.4.</i>	Action Step 4: Encourage consumers to buy shares in community-supported agricultural (CSA) programs.	4	X			

<i>D.</i>	Theme D: Local Economy					
<i>D.2.</i>	Sub-Theme 2: Agriculture and Rural Working Landscapes					
<i>D.2.3.</i>	Action Category 3: Provide financial assistance to support local farming activities.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.2.3.1.</i>	Action Step 1: Legislative Issues, financial incentives, grants, low rate financing.	1	X			
<i>D.2.3.2.</i>	Action Step 2: Maintain current use taxes with higher penalties.	2	X			
<i>D.2.3.3.</i>	Action Step 3: Promote the establishment of more agricultural subdivisions	3	X			
<i>D.2.3.4.</i>	Action Step 4: Provide funds from Transfer Development Rights to support farming activities.	4		X		
<i>D.2.3.5.</i>	Action Step 5: Lending pools, agri-business incubators.	5			X	
<i>D.2.3.6.</i>	Action Step 6: Put incentives in business profit tax and agricultural tax to benefit farmers.	6			X	

<i>D.</i>	Theme D: Local Economy					
<i>D.2.</i>	Sub-Theme 2: Agriculture and Rural Working Landscapes					
<i>D.2.4.</i>	Action Category 4: Provide technical assistance to farmers to enhance profitability.					
		Importance	Year 2	Year 3	Year 4	Year 5+
<i>D.2.4.1.</i>	Action Step 1: Help farmers establish an agricultural business plan.	1	X			
<i>D.2.4.2.</i>	Action Step 2: Assist farmers in managing direct marketing strategies, i.e. Community Supported Agriculture (CSA), farmers markets.	2		X		
<i>D.2.4.3.</i>	Action Step 3: Assist farmers with materials and training for "how to" in relation to growing crops, raise livestock, land use, etc.	3		X		
<i>D.2.4.4.</i>	Action Step 4: Expand access and training to a seasonal labor force.	4			X	
<i>D.2.4.5.</i>	Action Step 5: Expand training opportunities and management education for farm operators (including energy efficiency and operations).	4			X	
<i>D.2.4.6.</i>	Action Step 6: Establish an apprenticeship program for young farmers.	5				X
<i>D.2.4.7.</i>	Action Step 7: Create a web portal for farmers to access to receive technical assistance (financial support, marketing resources, investment opportunities, grant resource and assistance, etc.).	6	X			

Appendix 1: CTAP Year-One Program Summaries

External Communications Plan: This program will develop an effective communication approach for CTAP.

Local Government Cluster Workshops: The Local Government Cluster Workshops will provide tailored training to Local Governments in specific areas identified by the summer 2006 working groups. An additional objective of this program is to encourage regional cooperation. Workshops will be comprised of 3-4 towns and representatives from all local government boards will be invited to attend. There will be roughly two workshops per cluster for a total of fourteen workshops.

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 institute will constitute 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.

Local Government Discretionary Accounts: The discretionary accounts are designed to provide support to towns that are not covered under the other Year-One Programs. These funds will be managed by the Regional Planning Commissions. They will provide guidance to towns, 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.

Connecting Transportation Planning and Land Use: This program will develop an approach to better integrate transportation and land-use planning at the local and regional scale. This program will be initiated and run via the Regional Planning Commissions.

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. This program will also encourage the integration of Open Space Plans into Master Plans. This program will occur in successive years until all communities are completed.

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 will seek to inventory working farms, farm products, and regional economic development plans. This program will also identify and inventory local and regional economic development corporations.

Enhanced GIS-Based Information: 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, this program will create an updated land-use GIS data layer based on 2005 aerial photography. This data layer is a key input to other CTAP programs and will be used for a wide variety of local and regional planning efforts, including, for

example, local master plans, transportation studies and corridor plans, and open space plans.

Community Planning Assessments: This program will collect base line 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.

GIS Buildout Analysis and Alternatives: The goal of this program is to provide all communities with a build-out analysis and examination of alternative build-out scenarios under different zoning and regulation schemes using a common methodology. The program will occur in successive years until all communities are completed.

Natural Services Network and Open Space Protection Research: The goal of this program is to build upon and thus leverage the work already underway 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.

Regional Grant Writing Assistance: This program will provide grant writing assistance to all CTAP communities. Communities may use this service to prepare proposals for grants that support the overall goals and objectives identified through the CTAP strategic planning process. This program will also develop a database of available grants.

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. Approval of this program is still pending as of May 2007.