



## The Statewide Snapshot

Residents of New Hampshire from every corner of the state shared their vision for the future of the state during the Granite State Future Project.

Impassioned thoughts, ideas and opinions were provided through discussion, online surveys, and paper submission. The vision they shared is reflected in a suite of documents culminating in *The Statewide Snapshot*, an integrated review of local and regional planning priorities across New Hampshire.

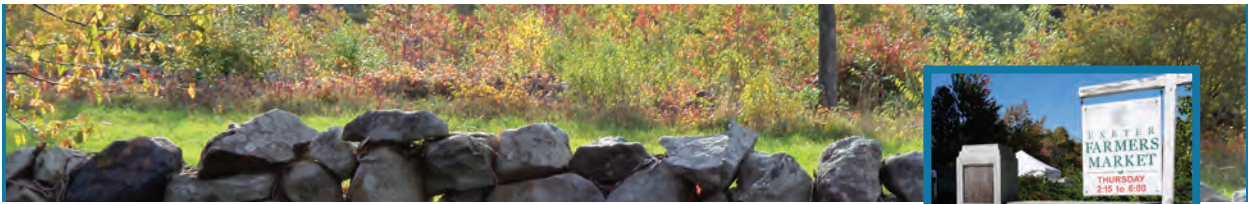
*The Granite State Future Project represents a three year effort to look, listen and gain insight into the past, present and future of New Hampshire and the people who live and work here. The information in this document gives an overview of the themes, issues, concerns and ideas that were referenced repeatedly throughout the three-year project.*



# A Statewide Snapshot:

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# Executive Summary

From pumpkin festivals and Old Home Days to meetings at chambers of commerce, senior centers, and health clinics, thousands of New Hampshire residents, from all walks of life and all parts of the state, spoke up about what they valued most about living in New Hampshire and what concerns they had regarding their futures. They spoke about their families, and about their homes and their jobs, they discussed the issues facing their communities and their regions, and about their own successes and hardships. They spoke at community events and in meetings, workshops, and regional forums, in town halls and high school gymnasiums. This input, considered in concert with data and mapping analysis and scenario planning exercises, formed the foundation of the Granite State Future project, a three-year planning effort managed by New Hampshire’s nine Regional Planning Commissions.

New Hampshire’s fundamentals are strong and nearly as solid as the state’s vast supply of granite. On the whole, public school systems perform very competitively and crime rates are very low relative to other states. The state’s poverty rate, including its share of children living in poverty, consistently ranks at or among the lowest in the country. The state’s economy is diversified and median incomes rank among the highest in the nation. Analysts consistently rank New Hampshire’s tax climate as among the most competitive in the nation. Residents in most corners of the state enjoy access to pristine natural areas and open space as well as economic and social opportunity. It’s no wonder that the state tops many national quality of life indices.

*“ Many things to love! Merrimack river, State Capitol politics, Good business opportunities, Lots of open space, Great local and state government services, A sense of place & community.” - Concord Area Resident*

Impressive as such marks are, it is perhaps the areas that are hardest to measure in which New Hampshire performs best. Within its 9,300 square miles, New Hampshire features Atlantic coastline, the tallest mountains in the Northeast, hundreds of natural lakes and water bodies, and 234 different incorporated communities ranging in character from rural Hart’s Location (population: 41) to dynamic urban centers like Portsmouth and Manchester. From Sarah Silverman to Daniel Webster, and Robert Frost to J.D. Salinger, the state has produced or inspired some of the nation’s leading cultural and literary figures. Through public outreach associated with the regional planning effort, one message rang clearest across New Hampshire: Residents love living here and are deeply invested in the state’s future. That level of engagement represents perhaps the state’s greatest strength as it works to prepare for the challenges of tomorrow.

Despite its many strengths, it is important to recognize that New Hampshire faces a series of challenges that will test its future prosperity. The state’s population is aging, at a significantly faster

rate than the nation; a development that will have tremendous social, economic and environmental impacts on communities. Meanwhile, residents and businesses in all corners of the state are grappling with the high volatility of, and massive seasonal spikes in, electricity rates. Long the envy of New England for its consistent economic expansion, New Hampshire's economy has been slow to emerge from the Great Recession. A strong and well-developed infrastructure, long one of the state's hallmarks, is threatened by deferred maintenance and funding constraints.

Young people remain squeezed by student loan debt burdens, among the highest in the country, forcing some to defer on major purchases and life decisions, while many seniors, most of whom now outlive their ability to drive, struggle with limited mobility options. Too many young people now leave New Hampshire after their post-secondary studies, depriving the state of the brain power needed to sustain an innovative 21st century economy, and the state's housing supply is poorly aligned with demographic and financial realities as well as changing consumer preferences.

While these challenges are significant and will require continued coordination across all levels of government, they are certainly not insurmountable. Indeed, much of the groundwork for tackling these issues has already been laid in New Hampshire and the state continues to benefit from an engaged citizenry.

The purpose of this document is to provide state partners a framework, not only to help address regional and statewide challenges, but also to build off the many special assets that make New Hampshire such a remarkable place to live, work and raise a family. The action items presented represent areas of broad agreement, among residents and municipal and regional leaders, on which to move forward as New Hampshire confronts a changing economic and demographic landscape.

## Overarching Themes

This document reflects a broad body of research conducted by the state's regional planning commissions in coordination with a consortium of partners, including municipal governments and state government agencies, as well as research organizations and philanthropic and advocacy groups, over the first two years of the planning project. That research included an analysis of statewide existing conditions, public needs and desires related to planning objectives, housing preferences and projected demands, climate change assessments, and equity and engagement frameworks. When considered in aggregate with the nine regional plans, several shared themes emerged:

### Resiliency



Asked once what he loved most about the state, NH documentary film producer Ken Burns listed features like its road system and size, before adding "I love to know the comfort that things will stay the same and that everything is changing." His remarks encapsulate the greatest challenge for planners in this time: Preserving what is best about New Hampshire in an environment where

change is inevitable and constant. The state's economic landscape, demographics, housing market, and even its weather patterns continue to change. Costs can be extremely volatile and underlying economic conditions can change rapidly. Murphy's Law often reigns supreme. Priority should be placed on efforts that promote resiliency and increase economic, environmental and social strength. Communities benefit when they are prepared both for incremental change as well as sudden shocks that can disrupt livelihoods.

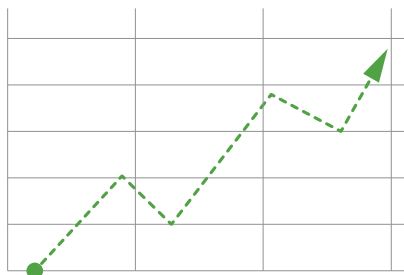
## Collaboration



New Hampshire has a very strong tradition of very local government. This has helped minimize bureaucracy and ensure government is closest to its people, but many challenges transcend municipal boundaries, including vital issues related to transportation, economic development, housing and environmental protection. Communities benefit when working together, and with state, regional and community providers and agencies to chart solutions to major policy

issues. Utilizing a collaborative approach brings the strength of cross-sector partnerships to leverage limited resources and achieve common goals and strengthen resiliency. As one regional plan workshop participant noted, "Sometimes the hardest thing is just getting everybody in the same room."

## Demographic Shifts



New Hampshire is on the precipice of a demographic shift that will have direct and significant impacts on the state's economy, on its housing market and transportation systems, and on community and state finances as well as the provision of services. As the state ages, local and state entities will be challenged both to meet the needs of an aging population and to ensure that New Hampshire remains attractive and affordable to younger generations. Sustaining

younger populations in the state will help ensure greater balance in the population and mitigate economic impacts. As New Hampshire boasts the nation's lowest birth rate, communities may wish to consider addressing barriers that prevent residents from growing their families, including high childcare costs and student loan debt burdens.



## Equity

One of the great promises of this nation is the ability for all citizens, regardless of the circumstances in which they were born into, to achieve prosperity through hard work and enterprise. By a number of accounts, New Hampshire is among the nation's most prosperous and wealthiest states. A challenge for policymakers will not only be to maintain the state's enviable standing on measures like its median wages and poverty rate, but also to ensure that all communities enjoy access to economic and social opportunities. The state's

relative prosperity conceals communities where wages are low and opportunities are limited. Removing barriers to upward mobility and fostering an environment where all residents enjoy access to opportunity represent key challenges for policymakers.

# Trends and Issues

Across New Hampshire, several trends and issues were referenced repeatedly through the three-year regional planning process, both by members of the public and municipal and state leaders.

These areas represent forces of change in the state where opportunity exists to take bold and collaborative action to achieve positive outcomes.



## Traditional Settlement Patterns & Development Design

New Hampshire's *diversity of communities*, from very rural outposts to dynamic urban centers, represent one of the state's defining features and its cherished assets. Laying the groundwork for *vibrant downtowns and community centers* while *preserving pristine undeveloped areas*, will both allow for economic investment while enhancing the character of communities. With tourism making up the state's second largest industry, historic preservation and natural resource protection not only enhance the state's quality of life but represent very real investments in the state's economy.

*New Hampshire's rural areas face unique challenges* related to issues like private wells and water quality, gaps in broadband coverage and difficulty in providing transportation options.



## Housing Choices

Due in part to the state's abundance of large lot single family homes, New Hampshire's existing housing supply is *poorly aligned with projected demand* as a result of changing demographics and consumer preferences. However, the adoption of more *flexible regulatory frameworks* will help communities better respond to market needs. Combined housing, energy and transportation costs are high in New Hampshire, though a more *integrated planning* approach may help mitigate long-term costs. State residents expressed interest in a *mix of housing choices*, in both walkable neighborhoods and exclusively residential areas.



## Transportation Choices

New Hampshire residents *depend significantly on automobiles* to meet basic transportation needs; approximately nine of every ten Granite Staters carpool or drive alone to work. But as dependent as the state is on its road network, *highway maintenance is not keeping pace with needs* and the state lacks a sustainable long-term funding source for road improvements. State residents voiced broad support for investment in *more transportation options*, including public transit and more walkable communities, as well as for stronger connections between cities (including those in the Boston market). Improved *integration of transportation and land use planning* will help reduce long-term infrastructure costs by reducing peak travel demand in key areas.



## Community and Economic Vitality

New Hampshire's *high quality of life* is frequently cited as a key economic strength, but *high utility costs* and *difficulty in retaining skilled younger workers* represent barriers to economic growth in the state. On the whole, New Hampshire's workforce is both *well compensated and well educated*, however some residents are isolated in *pockets of poverty* where opportunities for upward mobility are limited. Small businesses employ half of the state's workforce and their retention is imperative to the state's economic future. Moving forward, NH communities will be challenged to meet the demands of an increasingly *skills-based*, and *constantly evolving, economy*. Attention to education and workforce development, infrastructure and the containment of business costs represent wise long-term investments in the state's economic future.



## Natural Resource Functions and Quality

New Hampshire's *rich natural landscape* is often cited as a major attraction among new residents and visitors. From the Lakes Region and the Seacoast to the White Mountains, the state's *high quality water resources, habitat, topography and forest lands* are intrinsically linked to the state's economy and shape the regions residents call home. Mitigating the impacts of *stormwater*, which represents the largest source of pollution to surface water bodies in the state, and maintaining the state's cherished *agricultural heritage* represent major priorities for the state. Environmental protection efforts as a whole represent a major *priority for public investment* among residents.



## Climate Change and Energy Efficiency

*Volatile utility costs* and *Climate Change* represents emerging threats to the sustainability of NH communities. Significant *change in key climate indicators* over the last 100 years, including an increasing occurrence of *extreme weather events* in the state, will continue to impact communities as they make decisions related to infrastructure and emergency preparedness. *Fossil fuels* represent more than half of the state's energy consumption and their emissions incur *public health and environmental impacts*, though key opportunities exist to *improve energy efficiency*. Natural gas provides an increasing share of New England's electricity and investment in *renewable sources of energy* as well *expansion of natural gas capacity* will help reduce costs and volatility in the state's electricity rates.



# Opportunities for the Future

The state is in the midst of a demographic paradigm change with resultant impacts to our local economies. New Hampshire benefits from its relative small size as a state where collaboration among state, regional and local governments and organizations is highly feasible. The following four key subject areas represent areas of broad agreement upon opportunities for future action where state partners can help further local and regional priorities across the state.

## Align program rules for technical assistance and funding to support local and regional priorities.

- Provide state-level resources to support comprehensive and detailed evaluations of water infrastructure resources on a regional basis and apply an Asset Management approach to identify and prioritize critical needs to maintain and improve existing systems.
- Take advantage of state and federal tax credit programs that provide financial support for housing development while reducing tax liability.
- Exempt affordable housing from fees and building caps, and create flexibility in other requirements, such as density allowances, to reduce the cost of housing development.
- Establish a requirement that the use of state funds incorporate considerations of climate change impacts, such as more frequent and more intense storm events, into all development and redevelopment projects to ensure that the limited state and federal funds are invested efficiently.
- Increase and align funding opportunities to support and enhance both “hard” and “soft” infrastructure investments.
- Reinforce, reinstate, and/or refocus existing and prior funding programs and strategic tools that support updates to local plans, local zoning and land development regulations, and land conservation efforts.
- Promote and assist the adoption of increased school and municipal-fleet fuel economy in order to improve regional air quality, reduce fossil-fuel consumption and greenhouse gas emissions, and reduce expenditures on energy.
- Promote and assist the inclusion of alternative fuels and advanced technology vehicles in school and municipal fleets in order to improve regional air quality and reduce greenhouse gas emissions.

## Form strategic partnerships to maximize the impact of existing programs through collaboration.

- Promote accessibility and multi-modal transportation proximate to jobs and housing in municipal and regional master plans.
- Support the work of local non-profit housing providers to help meet the community's housing needs, and consider transferring municipally-owned land and buildings suitable for residential use to non-profit housing providers.
- Work with the private sector to provide young workers incentives to remain or relocate to the state, including financial aid forgiveness or childcare assistance.

- Encourage state agencies and the energy sector to promote and enhance weatherization programs, energy-efficiency and renewable-energy resources for residents and businesses in order to reduce energy costs and improve energy security.
- Support educational initiatives financially including workforce training and skills development and early childhood initiatives.
- Develop a state Natural Resource Conservation Plan that serves as a basis for natural-resource based planning and land use decisions and ensures that open space conservation efforts are targeted, coordinated, and strategic.
- Encourage state agencies and the energy sector to promote and enhance weatherization programs, energy-efficiency and renewable-energy resources for residents and businesses in order to reduce energy costs and improve energy security.
- Identify and distribute regionally-specific information on climate change and its impacts through state, regional and local entities to enable local communities to prepare for the current and projected impacts of a changing climate.

### **Build technical assistance expertise through continued and expanded learning opportunities.**

- Promote education on the connection and importance of good water resource infrastructure to accommodate new development within existing developed areas and protect environmental quality.
- Work with partners to develop and record local tours for presentation to communities outlining the principles of traditional settlement patterns, compact development, and the potential impacts of sprawling development patterns.
- Study real estate market trends relative to transportation centers to provide decision-makers complete information on the tax benefit or impact of housing development.
- Develop a strong baseline of data related to infrastructure conditions to create a transparent and cost effective manner to prioritize capital improvement projects for roads, bridges and other infrastructure.
- Strengthen NHDOT's ability to incorporate multimodal traffic mitigation strategies through its current authority to review land uses that create new traffic demand impacts on state highways.
- Complete the State Development Plan which should present the high-level local perspective based on need with a clear message.
- Increase local capacity for economic development through training opportunities for local officials to promote economic development.
- Encourage and develop tools to ensure that new site development projects are evaluated within a broader context and designed to minimize the cumulative impacts of land use change on the continued viability of important natural resource-based functions.
- Pursue state-level actions and strategies identified in the 2010 DRED authored NH Forest Resource Strategies in support of a sustainable forest-based economy within New Hampshire by supporting markets, maintaining the state's Right to Harvest Law; and establishing a NH Native Lumber Certification.
- Work with municipalities and regional planning agencies to promote use of stretch building energy codes to minimize energy consumption in buildings.

## Sustain engagement opportunities to ensure all voices are heard in the planning process.

- Conduct a dialogue based outreach, engagement, and education campaign promoting further streamlining and removing barriers to adaptive reuse and historic preservation, identify regulations that are impediments to compact development, and importance of compact development as an economic development tool.
- Review and ensure that municipal planning, zoning, and land use regulations and practices permit and encourage the development of a range of housing types that will adequately meet the region's and state's housing needs.
- Continue to utilize an open and transparent project selection process for transportation project prioritization at the regional and state level.
- Engage and utilize the Creative Economy and other nontraditional enterprises for a more complete economy.
- Develop a state-level strategic plan to preserve agricultural land and farming operations in New Hampshire.
- Encourage municipalities and local planning boards to recognize the value of ecosystem services in mitigating climate change impacts and promote protection of natural systems through local land use planning efforts.



## Introduction

Throughout the state, communities and regions are facing difficult decisions and challenging fiscal constraints regarding investments in the future. Decision-makers are increasingly challenged to prioritize difficult decisions related to

transportation and land uses, economic development and resource management, and regarding housing, public health, energy, and cultural, historic, and natural resources. Municipalities are constantly challenged to ensure that investments will produce the highest returns.

New Hampshire's Regional Planning Commissions (RPCs) were created by municipalities, in part, to advise and assist communities with these decisions. RPCs conduct technical studies and provide data analysis to help local decision-makers determine and plan for their futures.

Through Granite State Future (GSF), the regional planning commissions were presented with the opportunity to utilize a collaborative approach to regional planning, share resources, and prepare and update regional plans as required by [NH RSA 36:45](#). Each region has over the course of the last three years developed its own independent regional plan. To support the development of the nine regional plans, regional planning commissions worked collaboratively together and with many state partners to compile research on major issues and needs. As part of this process, several studies and reports were authored, including:

- Regional Plan Framework catalogue of existing resources, policies and goals
- Statewide Existing Conditions and Trends Assessment
- Housing Preferences study by NH Housing
- Regional Climate Change Assessments for Southern and Northern NH
- The Equity and Engagement Checklist
- Report out of the Statewide Listening Sessions conducted by NH Listens
- Granite State Future Survey Results conducted by UNH Survey Center

Outreach efforts for Granite State Future employed a two-tiered coordinated statewide and regional approach in order to maximize resources and reach the largest audiences. The UNH Survey Center conducted a statewide survey designed to capture a representative sample of NH's population regarding public opinions on major planning and policy issues. New Hampshire Listens, a civic engagement initiative of the Carsey School of Public Policy at UNH, conducted a series of Community

“ *What's Best? I love the proximity to outdoor, recreational and cultural resources.* ”  
- Derry Resident

of Interest sessions with local organizations that serve low-income and disabled communities, minorities, veterans, and other underrepresented populations as well as larger Communities of Place public listening sessions held across the state. A common comment card system was distributed across the state asking what they liked best about their region and what could make it better and the RPCs developed an online map-based forum for residents to comment on specific locations.

At the regional level, each RPC customized the process to best capture local voices. Outreach efforts included attending a series of existing community events such as town festivals and block parties. Additional efforts included a series of topical workshops and smaller community conversations with underserved populations, including those served by soup kitchens and shelters, centers for disabled persons and health care providers.

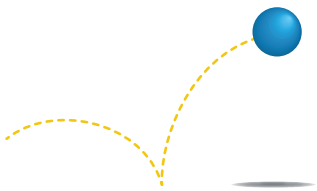
By working collaboratively to develop comprehensive plans in each of the state's nine regions, communities that border other regions have available two separate but comparable plans from which they are presented a more complete picture of where they fit amongst all their neighbors. Additionally, the regional plans' collected data, information, and public input will ultimately save New Hampshire's communities valuable time and money when updating their own local master plans.

Now at the conclusion of the project, this Statewide Snapshot presents the compilation the nine regional plans, numerous statewide technical studies, and the robust outreach efforts conducted at the state and regional level to present the citizens of New Hampshire with the relative priorities of different subjects across the state.

Each of the regional plans, as well as this document, utilized the [New Hampshire Livability Principles](#) as a common set of organizing ideas and concepts. The NH Livability Principles represent a theoretical merger of the NH Smart Growth Principles found in NH RSA 9-A, the HUD-EPA-DOT Federal Partnership Livability Principles, and the NH Municipal Master Plan, Regional Comprehensive Plan and State Development Plan required components. The Livability Principles acknowledge that no one comprehensive plan chapter can be viewed in isolation, but that there is overlap and integration between many of the plan components. Each Livability Principle is to some degree relevant to each and every chapter of the regional plans. Each of the plans, reports, data and geographic information produced over the three year process is available online at:

<http://www.granitestatefuture.org/our-plans/>

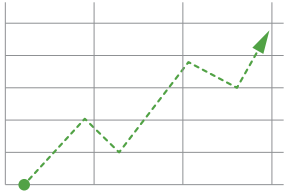
*Common themes and considerations that set the stage for all NH Livability Principles include:*



**Resiliency**



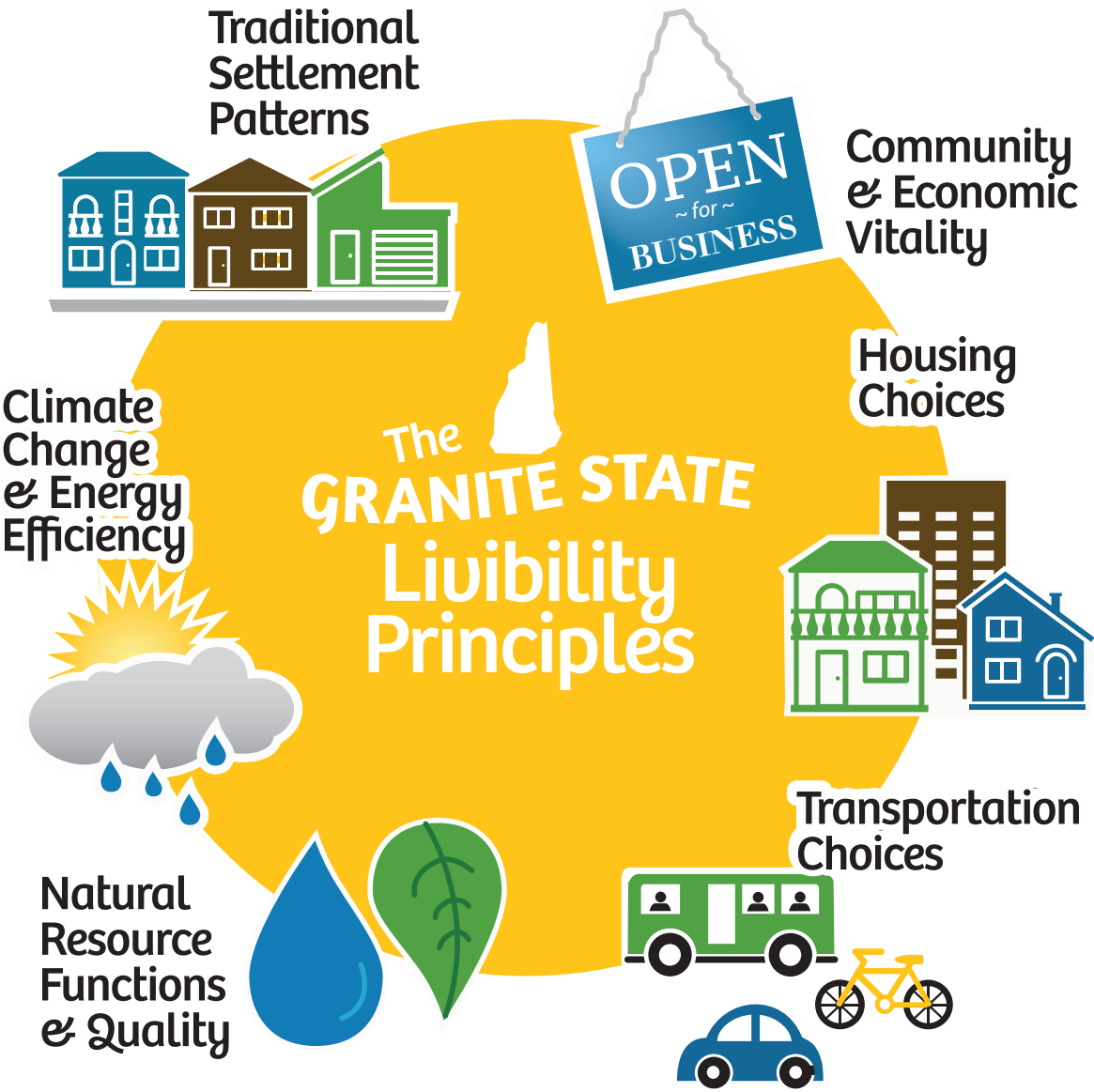
**Collaboration**



**Demographic Shifts**



**Equity**





# Setting the Stage

While New Hampshire enjoys many shared assets and challenges, the state is a diverse one. With variant geographies and natural landscapes, regional economies and population groups, it can be challenging to identify shared planning themes that impact all communities across the state. Rural communities confront challenges distinct from urban ones, and coastal communities face very different issues than mountain retreats. Planning considerations in tourist destinations are likely to be divergent from those in suburban communities. While cities like Portsmouth and Lebanon wrestle with significant development demands, many communities are facing the prospect of declining populations. The following four themes – resiliency, collaboration, demographic shifts and equity – represent areas of broad agreement that are already impacting, and will continue to impact, all communities and all regions of the state.

## Resiliency

*“ It is change, continuing change, inevitable change, that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be.”*

*-Issac Asimov (1983)*

The future of our regions and communities depends on our ability to anticipate change and respond appropriately. As Issac Asimov reminds us, change is inevitable and constant. While New Hampshire values are durable, communities face the forces of change relentlessly. Factories spring up and close, technologies and economies evolve, gasoline and utility costs can swing significantly and consumer preferences transform over time. Resilient communities absorb and respond to impacts, regain or maintain equilibrium and pave a pathway for long-term economic, environmental and social sustainability. Resiliency ensures that communities can respond to climate impacts, withstand economic downturns and meet changing market demand for housing and transportation choices prompted by shifting demographics and consumer preferences. The best communities are not just those that function well today, but those that are prepared for the opportunity and challenge of tomorrow.

Recognizing that many policy challenges are persistent, NH residents expressed support for innovative, outside-the-box approaches to major policy issues, including creative solutions to emerging challenges such as climate change and an aging population. Sustainable and resilient growth capitalizes on local assets and talents, invests in critical infrastructure, supports regional economic development, and helps build vibrant communities.

## Community and Economic Vitality

New Hampshire's high median wages, highly educated workforce, thriving small business environment and attractive quality of life characteristics position the state very competitively on current economic indices. Maintaining New Hampshire's enviable economic position is a challenge that is critical to the state's long-term resiliency. As the nation's economy becomes more skills-based in nature, jobs have begun to concentrate around universities and highly educated populations. Two critical statewide barriers to economic growth include the state's difficulty in retaining skilled young workers and the New England region's chronically high and volatile electricity prices. In a state where many jobs are concentrated in energy intensive industries like manufacturing, the state's rising electricity rates will incur both short- and long-term economic consequences.

For regions to maintain a resilient economy with new employment opportunities, they must build upon existing strengths and mitigate against potential weaknesses. Economic development strategies vary significantly by the state's geography. While some will focus on forestry, energy production and tourism, other areas of the state might focus on fostering a startup ecosystem that encourages graduates to stay and launch their business ideas in New Hampshire. For southern areas of the state, building stronger linkages between the Boston market and those communities represent a key economic priority.

## Infrastructure Improvements

Infrastructure investment is critical to ensuring local economic resiliency and supporting continued growth in developed areas. Needs and funding constraints related to drinking, waste, and storm water infrastructure improvements are universal across the state. Many water infrastructure systems have long since surpassed their design life and are overdue for investment to ensure adequate capacity. Future planning initiatives should identify and prioritize critical infrastructure needs, assess and upgrade culverts, map erosion hazard areas, and implement hazard mitigation plans. Municipalities are encouraged to undertake vulnerability assessments to better understand how their built infrastructure, including roads, stormwater systems, and buildings, may be impacted by climate change.

Similarly, aging transportation infrastructure will not be able to withstand increasingly severe storm events and flooding, and current maintenance and repair is generally only reactive in nature. Potential impacts extend beyond recovery costs – damage to roads can mean lost business activity and economic growth; and loss of critical routes during an emergency can put lives at risk. Additionally, there is the basic need to ensure adequate maintenance and enhance the safety and reliability of the existing transportation system.

## Ecosystems Planning

New Hampshire's open spaces and forest lands play a critical role in the state's resiliency by minimizing flood impacts, allowing for aquifer recharge, and absorbing ozone and other harmful gases. Among their many services, forests and wetlands absorb stormwater, sequester carbon, and prevent erosion. Efforts to protect and restore flood storage capacity upstream from villages and downtowns can mitigate potential economic losses.





# THE NORTH COUNTRY'S CHANGING ECONOMIC LANDSCAPE

The North Country region people and its high-quality natural and scenic resources and associated recreation opportunities are its primary economic development capital. Additionally, these are critical elements of the State's economy. It was estimated that visitors to NH during the 2014 foliage season would spend over \$1.6 billion (Institute for NH Studies). The North Country is a vital part of NH's image and income.

In recent years the North Country has struggled with declining population and job loss. World-wide external influences have contributed to reductions in manufacturing and other skilled employment.



While more populated parts of New Hampshire have recovered from many of these externalities, the rural nature of the North Country has made the transition to other economic sectors challenging. The North Country defines New Hampshire's ideal landscapes and nostalgic village settings, but the geographic isolation from metropolitan activities and innovations challenges the needed transformation in economic activity.

Pockets of creativity and entrepreneurialism are sprouting everywhere in many of the North Country's

communities. Self-sufficiency and independence run deep in the North Country, setting the stage of a culture and lifestyle of people who are capable of creating new local economies. New Hampshire's



North Country is rich in organizations, educational institutions and facilities all working in job creation that can aid in supporting these efforts.

A consistent theme of the Regional Plan is "Don't reinvent the wheel". The North Country's focus in the coming years will be to build upon the region's wealth of assets, partnerships, small businesses, downtowns and villages, and natural and recreation resources in order to foster the entrepreneurial spirit that can lead to sustainability.



Maintaining and bolstering agricultural lands and operations strengthen the local food system to provide a higher percentage of our food to be supplied locally. Policymakers and entrepreneurs are encouraged to consider increased resiliency when prioritizing investments, for example crops more resistant to warm weather pests, vacuum tubing for maple producers and efforts that maintain diversity of tree species in the state's forests.

## Flexible Regulations

Greater flexibility in land use regulations can ensure resiliency in the state's housing market and economy. Decades-old zoning and land use regulatory frameworks may not be well positioned to support the demographic realities and consumer preferences of today and tomorrow. Though more compact homes, and housing in walkable areas is increasingly popular, many regulations discourage or expressly prohibit such options. While regions recognize the importance of workforce and mixed-use housing to the state's economic sustainability, many communities wrestle with concern that such uses conflict with community character. Greater flexibility in regulations might include focusing on the appearance of new housing and how it will fit in with surrounding structures and neighborhoods instead of on meeting rigid frontage, setback and lot size calculations.

Several strategies exist for communities to better meet demographic and market needs. Allowing in-law and accessory dwelling-units is one potential solution that will allow communities to respond to demographic changes with only minimal changes to an area's built environment. For communities desiring more downtown or village center development and housing, incentives may be necessary to attract developers accustomed to suburban styles of building, including infill overlay districts and/or property tax exemptions.

***“What is best about this area? It is big enough that you have everything you want and small enough that it is not overwhelming.”***

***- Manchester, New Hampshire Resident***

## Integrated Planning

Resilient communities are those where planning functions are integrated at all levels. When land use and transportation decisions are integrated and considered in concert with state and local housing, economic development and energy efficiency programs, it is possible to achieve significant efficiencies. For example, housing developments centered within walking distance of retail and job centers will help reduce travel demands and infrastructure and environmental costs by situating residents near employers and the services they consistently utilize. It also eliminates the need and expense of maintaining costly road, sewer and utility extensions to service sprawling housing developments.

Planning efforts to encourage business development in concert with sustainable residential patterns



# DOWNTOWN BRISTOL REVITALIZATION PROJECT

Located in New Hampshire's Lakes Region, Bristol (population: 3054), is home to a thriving small Downtown. Situated on a series of falls along the Newfound River, Downtown Bristol features many historic brick structures, civic landmarks like the Bristol Elementary School, and key commercial destinations like the Purple Pit Coffee Lounge and the Mill Fudge Factory. But with much of the center dating back to its time as a manufacturing center in the 1800s, its infrastructure was primed for an overhaul by the 21st century.



One major concern among townspeople was that the downtown was less than welcoming for walkers and cyclists. A 2011 engineering study concluded that Downtown Bristol's roadways had excessive pavement widths, confusing traffic patterns, sharp curves, and included unsafe conditions for walkers and cyclists.



Bristol worked with its regional planning commission, the NH Department of Transportation and several federal partners to redesign roadways and pedestrian facilities in the Downtown. Five roads meeting at the town square were reduced to three, while new sidewalks, crosswalks and period street lighting were installed. New reverse angled-in parking improves conditions for bicyclists while new crossings have improved pedestrian access to the elementary school. The project also helped enhance the unique character of Downtown Bristol as a quintessential New England town center.



The project enhances the economic viability of Downtown Bristol, encourages sustainable development practices and fosters transportation options, but most importantly it helped the town realize a key long-term vision. "My dad envisioned this plan starting back in 1963 and we are all proud to see it happen after 50 years," recounted Steve Favorite, a member of the town's planning board.

can discourage sprawl, preserve rural environments, and strengthen local economies. Long range planning should consider opportunities for streamlined investments. For example, municipalities can look to make long range infrastructure investments in concert with transportation system improvements – such as installing fiber for broadband while conducting road construction and repairs.

## Energy

Diversified fuel supplies and increased investment in renewables and energy efficiencies will help New Hampshire transition away from fossil fuels and gain greater control over volatility in costs. The state currently relies on external sources for 90 percent of its energy consumption and energy supply sources and costs are not fixed, creating uncertainty for consumers. There is an opportunity to explore district heating within regions and communities and develop systems when they prove cost effective. There is further opportunity to focus on small scale generation for use by local residents, businesses, and institutions. Implementation is often limited however by a lack of sustainable funding sources to implement long range projects.

## Collaboration

*“Alone we can do so little, together we can do so much.”*

*-Helen Keller*

Utilizing a collaborative approach to plan implementation brings the strength of cross-sector partnerships between public, private, and philanthropic organizations together to leverage limited resources and achieve common goals. Together, the collective impact of partners can direct investment into long-range, place-based priorities identified through the regional planning process to ensure wise long-term investment.

### Local Collaboration

Beginning at the local level we must first recognize the power of community and build upon examples of organized efforts to facilitate people helping each other with basic needs, social interaction for seniors and to support community groups serving basic needs. Beyond neighbors helping neighbors and civic engagement at the local level, New Hampshire’s communities are well known for their collaborative spirit and an ethos of looking out for one and other.

### Inter-Municipal Collaboration

The sharing of services and resources across municipalities represent a logical step forward as communities are challenged to accomplish efficiencies and streamline costs. Participation in dual-town, school district, or regional emergency response services to help manage effective emergency response should continue. Collective purchasing can further reduce municipal costs. Participating communities saved 19% on their energy cost through the Nashua Region’s Energy Aggregation project in 2014.



# RIMMON HEIGHTS NEIGHBORHOOD GROUP, MANCHESTER

Concerned about increasing amounts of litter in parks and along streets, a small group of neighbors from Manchester's Rimmon Heights neighborhood gathered in 2008 to brainstorm ways to strengthen their community. Now approximately 250 residents strong, the Rimmon Heights Neighborhood Association has moved far beyond trash pickup efforts.



With a stated mission to "provide neighbors with resources to solve community problems, strengthen relationships among neighbors, create-maintain- promote a safe and clean community, and nurture our local businesses," the Rimmon Heights Neighborhood Group today is a driver

of the community's revitalization.

The group holds monthly meetings to foster communication and welcome residents, provides residents direct access to members of city government and the police department, foster local business development and hosts dozens of community enrichment events including trash-pickups and park clean-ups, social gatherings and business and sustainability contests. As the group's website notes, "We make small differences every day that add up and make people notice!"



Beyond inter-municipal operational agreements, planning for housing, transportation, economic development and natural resources all transcend municipal bounds. Housing, though locally provided, is impacted by regional economic and demographic forces and municipal decisions on housing issues impart regional impacts. Collaborative work between municipalities can promote shared objectives for the conservation, protection, and sound management of natural resources and historic sites.

## Regional Collaboration

Cooperative actions such as the NH Coastal Adaptation Workgroup in New Hampshire's seacoast region have created dramatic increase in adaptation planning. Such efforts can be used as a model of success for future planning initiatives. Similarly, in all nine regions transportation interests must work together within a regionally oriented framework to promote clear and attainable long-range transportation planning. Often times this requires juggling competing local interests. Ultimately the regional transportation planning process is driven by bottom-up community participation through the Planning Commission's Transportation Advisory Committee (TAC) which is comprised of town representatives and supported by RPC staff and New Hampshire Department of Transportation (NHDOT) staff. Through this process, the State's limited financial resources are prioritized to ensure implementation of local and regional priorities.

## Private Initiatives

The state's business community retains a vested interest in many of the economic issues facing the state, including the retention and training of young workers, and improved connections between cities and labor markets. With government's continued financial constraints, partnering with the private sector to make progress on such issues represents a wise path forward. Student loan forgiveness for young workers who stay, or relocate to the state, as well as company daycare programs to help young families manage childcare costs, represent potential partnership opportunities.

Additionally, with a large share of the state's revenues derived from business taxes, continued business startup activity is vital to the state's financial health. The state should encourage the sharing of space, supplies, resources and institutional expertise to facilitate startup activity and help reduce high overhead costs. College communities represent logical centers for improving startup conditions because university research can drive market changes and because such communities enjoy populations of motivated young people with innovative and experimental ideas. In the state's Southwest Region, efforts have focused on helping reduce startup expenses by sharing the cost of goods and services via collaborative partnerships and consumption models.

## Statewide Initiatives

Recent collaborative efforts between the NH Department of Transportation, the regional planning commissions and non-governmental organizations that support transportation planning efforts led to the formulation of program rules for the Transportation Alternatives Program that will help ensure funding is allocated to those projects that not only provide choices for non-motorized users

that are safe, reliable, and convenient, but also further mutual goals. Program partners recognized that together they could work to maximize opportunities for promoting transportation alternatives and support active living and obesity prevention. This serves as an example for future opportunities. Collaboration and information sharing between state agencies, non-governmental organizations, regions and municipalities can help ensure limited resources are aggregated to maximize potential benefits.

## Demographic Change

*“After benefiting from nearly three decades of economic tailwinds, New Hampshire now faces a strong headwind: net out-migration, an aging population and decreased labor productivity.”*

*-From Tailwind to Headwind: New Hampshire's Shifting Economic Trends (2012)*

Many of the demographic forces that have sustained New Hampshire for the last several decades have slowed or reversed in recent years. The state enjoyed several decades of fast population growth due to net in-migration, or residents moving to the state, through the early 2000s and this growth spurred increased demand for homes, more accessible transportation networks and community services. However, a recent sustained period of net out-migration, along with New Hampshire's rapidly aging population and the nation's lowest birth rate, is contributing to a smaller available labor force, declining demand for new homes, and shrinking school enrollments. Both the state and its communities will be challenged to adapt to this new demographic normal, and make regulatory adjustments or adopt incentive-based approaches that encourage greater balance in the state's population profile.

### Population Shifts

Municipalities need younger workers, not just to support an aging population, but for their diverse knowledge base and for the creativity and energy they lend to communities. Young adults enjoy the highest educational attainment levels, tend to be the most technologically savvy, and are more likely to start their own businesses than other generational groups. Communities benefit from balance in their demographic profiles of both young adults and older generations.

The state's aging population, combined with its lowest in the nation birth rate and continued outmigration of young adults, threatens to throw the state's demographic profile off balance. Recent population projections show that approximately 25 percent of the state's population will be over the age 65 by 2040. How will older populations access transportation and maintain independence to get to medical appointments or the grocery store when they can no longer drive? Who will purchase seniors' homes should they need to downsize? How do we ensure an adequate health care provider workforce to care for our aging population? These are all critical questions for the state to address.

Less than half the state's population was born here and previously high in-migration is slowing, resulting in a shrinking, yet more diverse, workforce. As a result, market conditions will require a shift from accommodating growth to accommodating change. Residents across the state are concerned with how to retain younger populations and feel that the high cost of college education and a lack of job opportunities drive young adults out of state. Communities will remain challenged to retain and attract such populations.

To some degree, all regions are experiencing similar demographic changes. But it is often noted that there are two New Hampshires: rural (northern and western communities) and metro New Hampshire. If rural communities composed their own state, it would have the lowest percent of residents aged 25-44 and the second highest percentage of residents over age 65 among the US States. The state's southeastern communities are home to the state's youngest populations with 20% or more of the population under age 18. Rural communities in the north and west tend to be significantly older.

For regions such as the North Country these impacts are compounded by greater rates of outmigration of younger persons and an in-migration of an even greater number of seniors looking to retire. More urbanized regions with continued low rates of growth, such as the Nashua Region, are seeing a call for more flexibility in local regulations to allow the market to adapt to demographic shifts.

## Minorities

While minorities comprised only 7.7% of the state's population in 2010, approximately 50% of New Hampshire's population growth over the last decade was attributable to growth in the minority population. Additionally, minorities account for 12.2% of all children- representing a growing younger population. While overall migration may have slowed, 50 percent of New Hampshire's population growth was attributable to growth in minority populations either through higher birth rates or in migration. It is projected that by 2043 more than half the nation's population will be persons of color.

The state's metro areas, particularly Manchester and Nashua, have seen the greatest growth in racial and ethnic diversity. While the white population makes up approximately 85-90% of these regions, Asian, African American and Hispanic populations are growing at faster rates than the overall population. In addition, these regions are often hosts of resettled refugees and immigrants which can present challenges for communities, particularly in meeting education and language barriers.

All communities will be challenged to ensure the successful integration of the state's minority populations. How can we engage our growing minority population to ensure they thrive in our communities? Are there job training opportunities to help fill potential workforce gaps? Can a growing young minority population help offset the aging of New Hampshire's native population?





## ANDREA MANNINO, MILFORD

For years, local businesswoman Andrea Mannino, 72, volunteered actively in her community, helping organize the Milford's annual Pumpkin Festival Dinner, mentoring area high school students and providing hair care services to cancer patients. A Milford hairdresser whose career spans 50 years, Mannino knows just about everybody in town. In 1994, a local business organization named her "Woman of the Year," for her community and charitable efforts.



After being diagnosed with nasopharyngeal cancer, Mannino's active life changed dramatically. Unable to drive at all during radiation treatments, Mannino relied on rides from friends and family. After regaining her driving skills, Mannino was rear-ended by a truck in a serious crash on Route 101A. Mannino suffered a traumatic brain injury in the crash and the trauma left her with physical and emotional scars, including severe memory loss, an inability to multi-task, post-traumatic stress and depression.

"My life as I knew it was over," she said. "Traveling was such an important part of my life and I couldn't do it anymore."

A very active and independent personality, Mannino said adjusting to a life of relying on others for transportation was devastating. Mannino was able to continue working only because her clients picked her up and drove her home. Family and friends also helped out. But transportation issues remained a constant source of concern.

When a friend informed Mannino of the Souhegan Valley Rides service, a demand response dial-a-ride bus service serving six towns in the Souhegan Valley, it changed Mannino's entire outlook. "It changed my life," she said. "It helped me heal because it gave me back my independence. It makes your life normal again."

Mannino uses the service at least once a week and extolled the professionalism and punctuality of its drivers. "I don't have anything but wonderful things to say about [Souhegan Valley Rides]," Mannino said. "It's outstanding - they're godsends."

Though her health prevents her from embarking on any major trips today, Mannino said she's thankful she didn't put off trips while she was raising her family. "I was never one of those people who said I was going to wait until I retire to do things," she said. "When I wanted to travel, I'd just go."

"I'm resilient, I'm strengthened by my challenges," she added. "I don't have any regrets."

# Equity

*“It is not a dream of motor cars and high wages merely, but a dream of social order in which each man and each woman shall be able to attain to the fullest stature of which they are innately capable... regardless of the fortuitous circumstances of birth or position.”*

*-James Truslow Adams on the American Dream, Epic of America (1931)*

New Hampshire is continually challenged to ensure that it helps sustain the American Dream, or the promise that all residents, regardless of the circumstances in which they were born into, enjoy viable opportunities to prosper and participate fully in their communities. The goal is to ensure all residents retain access to viable transportation to access jobs and services, as well as educational and training opportunities to advance in the job market. Residents should also enjoy a safe environment and resources to maintain their health. At the regional and state level, it is essential to respect the core value of local planning and decision making that characterizes New Hampshire’s political and community culture. Plans and goals that call for regional collaboration should strive to maintain community identity and integrity as much as possible.

## Housing

The elderly, young adults, low income families, minorities and new Americans alike are all in search of opportunities to maximize their home values and maintain access to transportation, supportive services, employment, shopping, and entertainment options. There is strong public support for efforts that enable the market to expand housing opportunities and accommodate changing market needs. Residents support initiatives that remove barriers to home ownership and development of a range of housing types for a mix of income levels. The state’s seniors and low income residents were more likely to choose a small house with a short commute over a larger but less accessible home. Those on the Seacoast, where housing costs are among the highest in the state, are particularly interested in ensuring housing choices are available and affordable to young adults.

## Transportation

A need for more transportation options in New Hampshire, including expanded public transit networks, and more walkable and bikeable communities, was cited by residents across the state, but it is an issue of particular importance to vulnerable communities where automobile access can be limited. Transportation issues for low income residents are particularly impacted by the state’s settlement patterns. In Hillsborough County, fewer than 6 percent of low income residents have to travel more than one mile to access a grocery store, while more than 23 percent of those in Carroll County do.

Households earning less than \$40,000 are more likely to view investment in public transportation as a top priority, while the overall population views maintaining roads, highways and bridges as more important. Regardless of these competing preferences, utilizing a context sensitive approach to development can help balance the mobility needs of residents regardless of income, age or location.

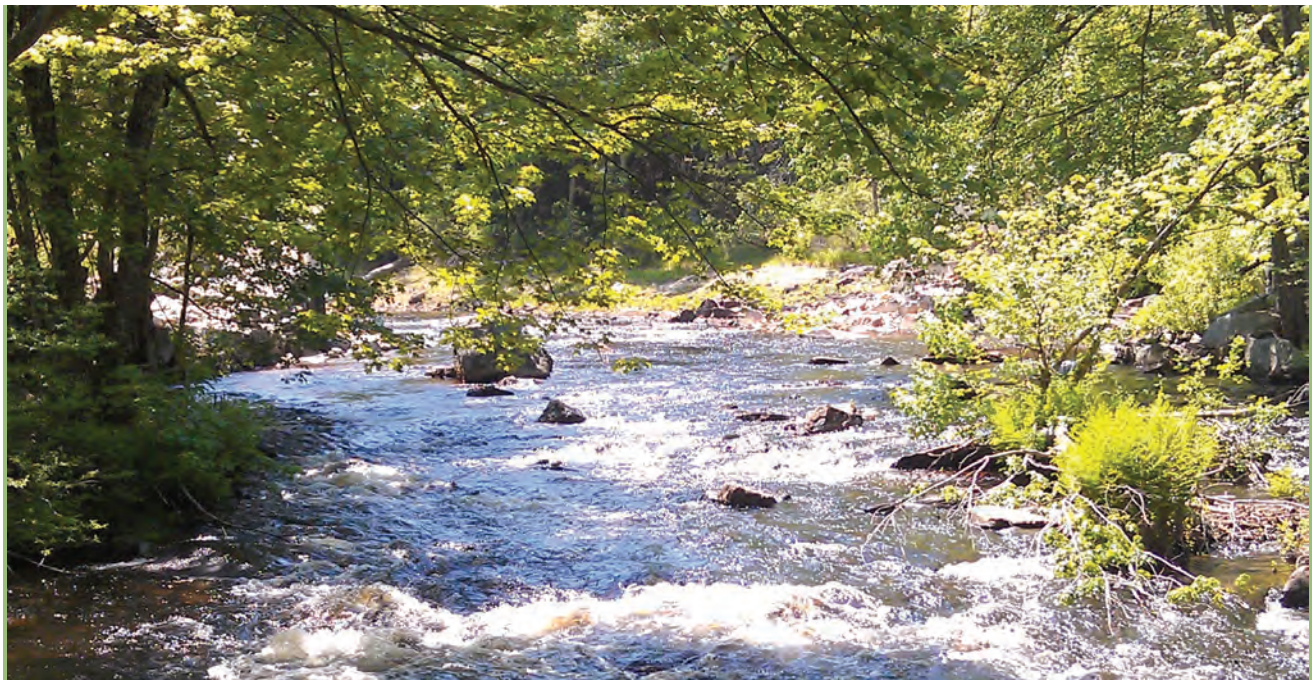
## Economic Vitality

Access to jobs, services and quality schools are important for all Granite Staters, but particularly so among vulnerable populations, where limited financial resources force many residents to make difficult and sometimes impossible choices. In order to cut down on transportation costs, a low income family might choose to live in an urban area with a short commute but underfunded schools. Equity planning related to economic vitality encourages a comprehensive approach to economic development that benefits all communities.

## Natural Resources

Publicly accessible open spaces provide valuable opportunities for active recreation for all communities. However, obesity remains a challenge across the state; 38 percent of residents are overweight or obese. While open space is plentiful, not all communities benefit from these resources. When residents were asked how concerned they were about various natural resources, virtually all populations, regardless of race or income, categorized environmental protection as a high priority.

Traditionally in New Hampshire, homes in the floodplain are older, and often occupied by lower income households, including manufactured home parks. It is important for communities to be prepared to assist and respond to the needs of vulnerable populations (e.g. seniors, children, persons with physical and developmental disabilities, dialysis patients, individuals with limited English proficiency, etc.) in the event of flood emergencies or other natural disasters.





## Traditional Settlement Patterns

*Traditional Settlement Patterns & Development Design keep the traditional New Hampshire landscape intact by focusing development in town centers and village areas, while leaving open and rural areas for agriculture, recreation, and other suitable uses.*



New Hampshire's regions each have a mix of development patterns including rural, suburban and urban that each present different opportunities and costs for residents and businesses. The ability to sustain traditional settlement patterns is in part dependent upon the availability of water infrastructure in our community centers to support higher densities and keep our rural areas intact. New Hampshire, however, is highly dependent on private wells for safe drinking water and the demand for resources and costs of maintenance is growing. Over two-thirds of residents favor using municipal funds to provide water lines to existing and potential development (47% would be willing to pay more taxes to do so) and 63% of residents favor using municipal funds to extend sewer lines.

**“What’s Great? Small town settings, city options, lots of recreational options, good economy, proximity to a major metropolitan area.”**  
- Windham, New Hampshire Resident

Maintaining our traditional New England style of development with smaller, but denser, community centers surrounded by rural landscapes is one of the most frequently mentioned reasons residents choose to live in our communities. Overwhelmingly (70%) NH residents think that future development should occur in areas that are already developed. Our balance of economic development, natural



# THE CLAREMONT COMEBACK

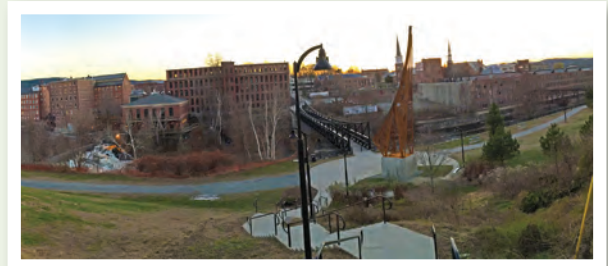
*The New Hampshire Business Review may have summed up changing dynamics in the City of Claremont best with a 2013 story, headlined "Once downtrodden, Claremont is on the upswing." Once a declining old mill town, Downtown Claremont today bustles with new restaurants and residences, renovated mills and welcoming storefronts.*

*But the city's road back was a long one. Between 1980 and 2000, Claremont saw a 9 percent decline in population. By 2002, it had had to demolish dozens of blighted buildings and remove 150 housing units that threatened health and safety. At one point, the municipal fund balance was down to \$4,303. While Claremont still*



*faces challenges – in praising its comeback, the Boston Globe noted in 2014 that the city was "still a work in progress" – there is little doubt that the city's hardest days are behind it.*

*The Monadnock Mills project transformed three decaying old mills in the heart of the city's downtown into residents and offices as well as a restaurant and inn. Dilapidated downtown buildings have been renovated to house restaurants and shops. Plans are well underway for a 10,000 square-foot makerspace,*



*where artists and entrepreneurs can collaborate and share equipment and workspace, in the heart of Downtown Claremont. A sparkling new 55,000 square foot community center, complete with a 25-yard long indoor pool, full-size gym and fitness center, opened in 2014 with the help of public and private funds. Entrepreneurs praise the city's can-do attitude and commitment to working with business owners.*

*"One of the primary reasons Alex Ray and I entered in the Claremont mills project was because we had faith that Claremont was not just giving lip service to the term 'public-private partnership,'" said Rusty McLearn, CEO of Hampshire Hospitality Holdings, who helped open a Common Man restaurant and inn in a downtown mill. "I'm happy to say our faith was not misplaced... The city's work on the infrastructure, bridge, parking, sewer, and water [issues] made the project possible."*

*As for Claremont's finances, the city ended the 2014 fiscal year with a \$1.8 million surplus.*



resources, and community character are highly valued and should remain the focus of local planning and zoning for future development. Across the state though during discussions there were tensions noted when speaking about zoning, land conservation and property rights that must be considered in future initiatives. It is critical to ensure any future efforts are appropriate for the location and built upon a process of strong local dialogue.

Often zoning and regulations are viewed as posing an impediment to redevelopment of existing buildings and community centers. Opportunities to promote innovative approaches to land use regulations are beneficial to ensuring the regulatory framework aligns with community vision.

A large majority of residents (90%) say that promoting local agriculture should be actively encouraged, followed by protecting historic buildings and neighborhoods (86%), promoting safe places to walk or bike (85%) and expanding or promoting current businesses (83%).

**90%**  
Of New Hampshire residents say promoting local agriculture should be actively encouraged.



**Community Vision**  
What is Important to New Hampshire?  
New Hampshire Residents Overwhelmingly Support These Initiatives:

**90%**

**SUPPORT FOR LOCAL AGRICULTURE**



**86%**

**SUPPORT FOR PROTECTION OF HISTORIC BUILDINGS**



**85%**

**SUPPORT FOR SAFE PLACES TO WALK AND BIKE**



**83%**

**SUPPORT FOR EXPANDING & PROMOTING BUSINESSES**



## Regional Commonalities and Distinctions

Communities across the nine regions are interested in seeing future development largely occur in areas that are already developed, such as renewing or redeveloping downtown areas, villages and neighborhoods. Building upon existing assets and focusing development in town and neighborhood centers helps to preserve historic features, protect the environment and keep undeveloped areas pristine. Regions, such as Rockingham, that are aging faster than others, are concerned with age restricted housing developments occurring in remote locations without the support services most commonly found in community centers and needed by seniors. The North Country, the oldest region in the state, is proactively focused on how to increase the supply of housing choices appropriate for, attractive to, and affordable by young singles and families.

When addressing water infrastructure needs, the more urbanized and southern regions (SRPC, SWRPC, UVLSRPC, NRPC and SNHPC) all note the regional needs for municipal and water, sewer, and stormwater is significant to support. Financing for either the investment in new or maintenance of existing infrastructure is both a top priority and top challenge. Regions recognize the significant cost of maintenance of existing infrastructure – both in the replacement of the physical infrastructure, and lost resources and energy from leaky systems. Water resource rich regions such as LRPC and CNHPC focused more on watershed management to support the local economy and water quality.

## Opportunities for the Future

Related to promoting and supporting traditional settlement patterns that help keep the New England landscape intact, there are many cross sector opportunities for collaboration. Water infrastructure, historic preservation and natural resource conservation interests often align creating potential for partnerships to further mutual objectives.

### Align program rules

Provide state-level resources to support comprehensive and detailed evaluations of water infrastructure resources on a regional basis and apply an Asset Management approach to identify and prioritize critical needs to maintain and improve existing systems (e.g., capacity constraints, system deterioration, replacement/upgrades needed, and areas of planned expansion). Develop new community water infrastructure systems to support desired future development patterns emphasizing infill and compact development within already developed areas.

### Form strategic partnerships

Promote accessibility and multi-modal transportation accommodating walking, bicycling, and a variety of transportation alternatives proximate to jobs and housing in municipal and regional master plans. Focus on inter-city transit routes and coordinate with local transit service providers.

### Build technical assistance

Promote education on the connection and importance of good water resource infrastructure to

accommodate new development within existing developed areas and protect environmental quality.

Work with partners to develop and record local tours for presentation to communities outlining the principles of traditional settlement patterns, compact development, and the potential impacts of sprawling development patterns. Focus should be placed on why it is important, what are the advantages, and how it might impact environmental and social connections.

## Continue engagement opportunities

Conduct a listening session or dialogue based outreach, engagement, and education campaign targeting state and local decision makers promoting the importance of and seeking to further streamlining and removing barriers to adaptive reuse and historic preservation, identify regulations that are impediments to compact development, the Federal Preservation Tax Abatement program, and importance of compact development as an economic development tool.



## Local Implementation








In order to support traditional settlement patterns, potential local implementation strategies that municipalities might consider include:

- Waive impact fees and/or easing regulatory requirements for new development and redevelopment projects in strategic growth areas, including downtowns/town centers and brownfield sites, where infrastructure is already concentrated.
- Award incentives in support of a variety of objectives, including the preservation of historic structures and the provision of arts and cultural performance and programming space, among others.
- Focus development on existing corridors, cluster provisions, and ease of minimum lot sizes in strategic areas to reduce road maintenance costs over the long term.
- Ask municipal Heritage Commission representatives to provide input relating to development applications and major community policy proposals.
- Showcase a municipality's support for historic preservation and/or arts and cultural programming by including information on local artists, cultural venues and historic sites in municipal websites or publications.
- Review environmental regulations and zoning to ensure they are consistent with long-term environmental and livability goals. Consider consolidating environmental regulations when feasible.
- Look for opportunities for regional interconnection of water infrastructure.
- Adopt ordinances and regulations such as form based codes, infill development ordinances, and/or the community revitalization tax relief incentives (NH RSA 79-E).



# Measuring Progress

To understand the impact of plan implementation strategies we must first measure where we are today. Based upon successful implementation of the identified opportunities for the future we can estimate whether these measures will increase (  ) or decrease (  ) in the future.

Current Benchmark Metrics		Future Effect
<b>11%</b>	<i>Low and moderate income population that lives in an urbanized area and more than 1 mile from a grocery store or supermarket</i>	
<b>67%</b>	<i>Key destinations such as grocery stores and schools that are within a half-mile of a community center or downtown area (2011)</i>	
<b>34%</b>	<i>Population that lives within a half-mile of a community center or downtown area (2010)</i>	
<b>34%</b>	<i>Housing units that are located within a half-mile of a community center or downtown area (2010)</i>	
<b>39%</b>	<i>Share of the state's population that is connected to a wastewater treatment system (sewers) (2005)</i>	
<b>57%</b>	<i>Share of the state's population that is connected to a community water system (2005)</i>	
<b>3</b>	<i>Municipalities that have adopted an ordinances to permit the transfer of density credits or rights (2014)</i>	



## Housing Choice

*Housing Choice ensures that everyone, no matter their income level, enjoys convenient and affordable residential choices wherever they choose to live. This includes a variety of housing options and ownership types that appeal to residents, at any stage of life, in locations that are convenient to employment centers, retail and service offerings, and recreational opportunities.*



New Hampshire's dominant housing supply, the older large single family home, is poorly aligned to meet the changing needs of emergent large generations like aging "baby-boomers" and "millennials" who are likely to compete for smaller housing arrangements. Fewer households are "up-sizing" to larger homes and average household sizes are shrinking. Overall homeownership demand in New Hampshire is declining due to a number of factors including reduced in-migration, a weak economy and increased impediments to homeowner financing. Unlike mortgage costs which have decreased, rental costs are increasing due to more competition and a comparatively smaller supply of rental to owner units. Coupled with stagnant wages, housing affordability is further limited.

The proportion of housing occupied by seniors will continue to climb, filling one in three housing units by 2025. Senior issues such as disability, reduced mobility and generally lower fixed incomes will challenge their ability to "age in place." Those with disabilities be they younger persons, including

*“What’s Great? Rural, plenty of private homes on lots of land.”*

*- Andover, New Hampshire Resident*



## THE HUGHES FAMILY, HUDSON

*At the onset of the recession, the Hughes family of Hudson lost their home to foreclosure, an event that sent them on a five-year ordeal through three communities, two apartments and a transitional living center in search of a home to call their own again.*

*After the foreclosure, the family found a three-bedroom \$1,100 monthly rental in Nashua. However within six months, the Hughes' landlord sold the property and gave them 30 days to leave. At the same time, the Hughes' income dwindled as the recession set in and much of Bob's home remodeling business dried up.*

*"It's very hard in the middle of winter, uprooting your family and finding a place to live in 30 days" Bob Hughes said.*

*With few options, the Hughes moved to Milford, sharing a two-bedroom apartment with Stephanie's parents and brother. The family shared couch and bunkbed space and took over the rent to help as Stephanie's father was seriously ill at the time. "We're very family-centered," Bob Hughes said, "But when you're sharing a 700-square-foot apartment with six other people, it's just not a good situation for anybody,"*

*Desperate to move and with few other options, the Hughes moved to the Anne-Marie House, a Hudson-based transitional living center dedicated to helping end homelessness. The Hughes children transferred school districts for the third time in as many years. Through everything, the Hughes kept making car and debt payments to try to salvage their credit scores.*

*Soon, Bob attended a home financing seminar hosted by Neighborworks Southern New Hampshire, which helped the Hughes enter the Habitat for Humanity program.*



*After putting in more than 350 hours of 'sweat equity' of home construction, the Hughes moved into their brand new home in Hudson in 2013. The Hughes currently pay a 25-year \$853 monthly mortgage payment, taxes included.*

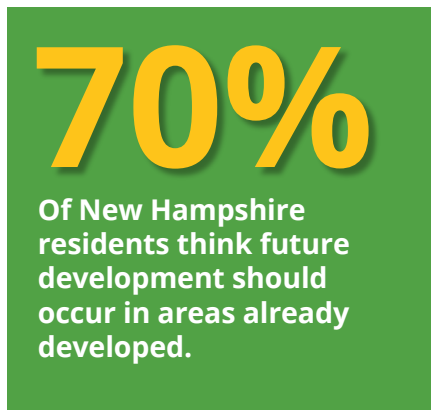
*After a testing five years, The Hughes resilience has paid off and the family is thriving in their new home. Bob earned his associates degree and will graduate this year with a bachelor's degree in computer science. He hopes to gradually transition away from carpentry to computer work as he ages. Bria, an Alvirne High School honor student, will graduate this year and plans to pursue music or graphic design in college. The Hughes are also thrilled with the school district support provided to their son Jordan who is autistic.*

*"Nobody thinks [a foreclosure] can happen to them, but all it takes is a few things to go wrong, and everything turns upside down on you," said Bob Hughes.*

the growing number of disabled veterans, or seniors, there is a shortage of suitable housing that can accommodate families and persons with disabilities.

Much of the existing housing in NH is older stock and suburban or rural, resulting in high housing, transportation and energy costs (fuel, energy efficiency upgrades, and vehicle costs). While all households are faced with similar expenditures, it is particularly difficult for younger generations who have significantly greater student loan debts than previous generations.

Most NH residents want to live in a “walkable” neighborhood, but most also want to live in an all



“residential” neighborhood, possibly creating a new challenge for planners to better define and understand preferences for NH residents to walk to shopping, jobs or other destinations. Common concerns among the Communities of Interest included an overall lack of affordable housing in locations that are safe and are near transit routes. Much of the state’s housing is located outside of community centers with no direct connections between housing and job centers. Further, many residents noted that a broad availability of more affordable and appealing housing choices can help render regions more attractive to workers and businesses seeking to locate in New Hampshire.

While there is some concern among New Hampshire residents about government subsidized housing and transportation, more people are concerned about barriers to home ownership and having a variety of housing and transportation choices affordable at a full range of income levels. Overwhelmingly, 70% of NH residents feel that any future development should occur in areas that are already developed. Residents across the state view safe and affordable housing as the third most important priority for the investment of public dollars, following environmental protection and energy efficiency. Only 9% of resident state wide found that housing is very affordable to purchase in their community and 7% thought rents to be very affordable. Slightly more than half (54%) found purchase prices somewhat affordable and 39% said rents were as well. Residents particularly prefer to see single family housing (78%) and assisted living facilities (74%). More than half support accessory apartments (60%) which would allow for a more flexible housing arrangement to suit temporary needs of seniors and young adults. Manufactured housing (36%) and apartments (42%) are the least preferred housing types.

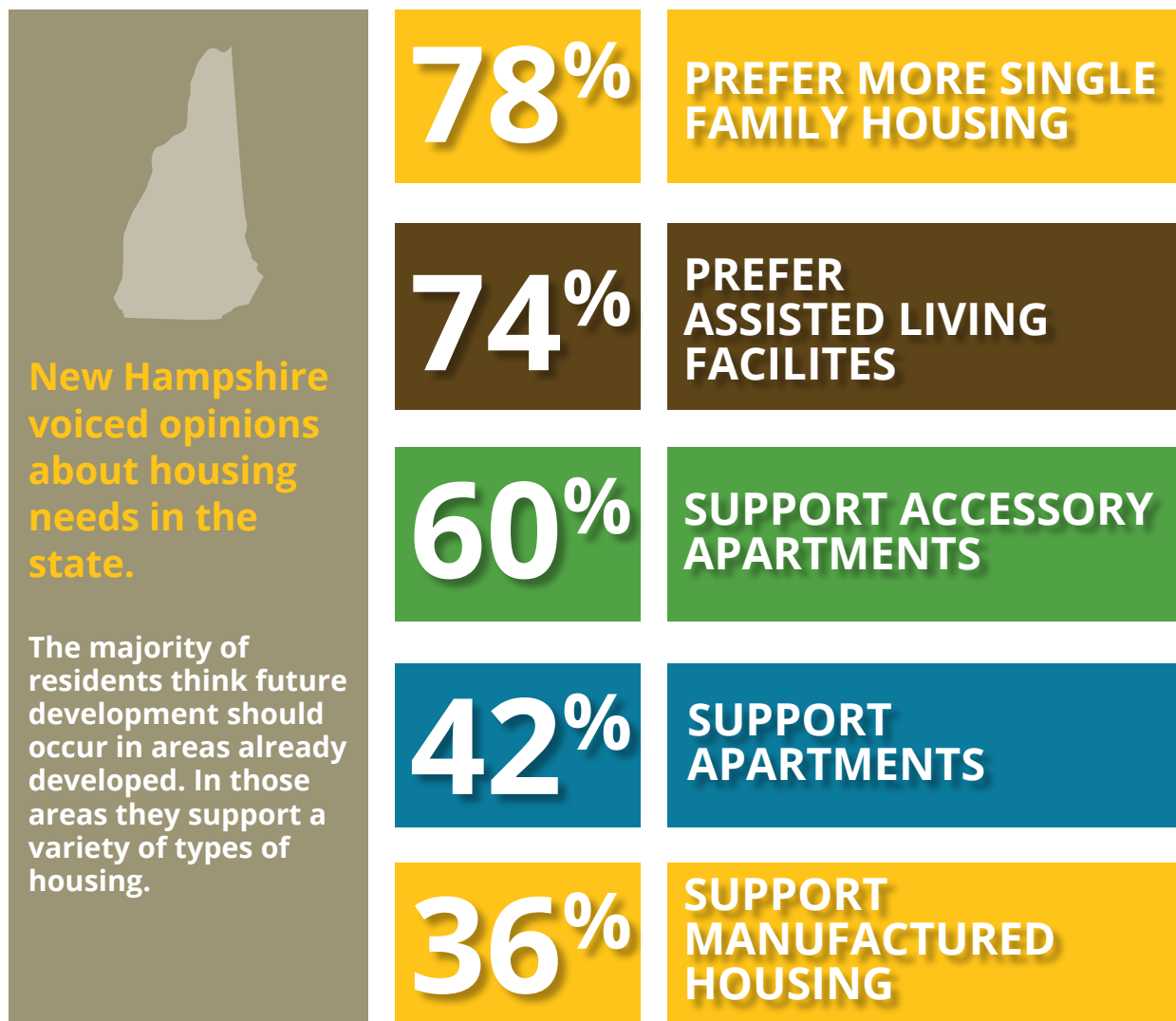
## Regional Commonalities and Distinctions

All regions felt the impacts of increased rental throughout the Great Recession, affecting housing affordability across the state. Virtually all regions called for a need for all residents to have access to a variety of affordable housing options with the opportunity to work in the community where they live, if they so choose. Rockingham in particular noted that workforce housing remains in short supply, despite other regions seeing greater levels of affordability among homes for sale, opposed to those for rent, following the recession.

About half of the regions (LRPC, NRPC, SNHPC and SWRPC) seek to encourage an adaptable or

flexible regulatory environment. Based on existing housing inventories, there are efficiencies to allowing for the conversion of single family homes to multi-families or accessory apartments. Similarly, the new home construction market needs the flexibility to better respond to demand through a variety of home types including smaller one story or cape homes suited to both younger households with less financial means or seniors that seek to age in place.

While there was little said on community character, it is worth noting a few different concerns. Communities in the Nashua Region seek guidance on how redevelopment and new development, particularly of multi-family housing, can be consistent with existing community character. Rockingham noted that the existing pressure for development and redevelopment is significant and growing as property values increase, leading to tear-downs of relatively modest older homes and other historic structures. Solutions to preserving community character while promoting a diverse and affordable housing stock often conflict. Nearly all regions noted that the single factor restricting fair and affordable housing is large lot zoning, the oft cited solution to preserving rural character.



# Opportunities for the Future

Much of the opportunity in New Hampshire to promote affordable housing choices stems from establishing a more flexible regulatory environment that enables the market to respond to demand. To help minimize demand for government services and subsidies, programs to transfer housing operations to the private sector and to finance development or even redevelopment of affordable housing are high priorities for residents. Align program rules

## Align program rules

Take advantage of state and federal tax credit programs that provide equity for housing development while reducing tax liability. Such programs provide essential funding to developers seeking to create housing affordable for low to moderate income households. While program rules are tied to federal requirements, in a competitive environment there is an opportunity to target funds to those areas with the greatest need.

Exempt affordable housing from fees and building caps, and create flexibility in other requirements, such as density allowances, to reduce the cost of housing development. Examples include impact fee exemptions for developments that are designated as affordable or workforce housing and adoption of inclusionary housing ordinances that provide a density bonus in exchange for affordable units. Both of which reduce the per-unit construction cost for developers and in turn lower purchase and rental prices.

## Form strategic partnerships

Support the work of local non-profit housing providers to help meet the community's housing needs, and consider transferring municipally-owned land and buildings suitable for residential use to non-profit housing providers. There is a robust network of non-profit housing providers in the state with a focus on providing affordable homes. Municipalities can partner with such organizations to either promote the creation of affordable homes, help find suitable land, or donate municipal land for housing development.

## Build technical assistance

Study real estate market trends relative to transportation centers. There is limited information in New Hampshire about the true value of housing proximate to transit centers, but a general assumption that the value of housing increases with increased amenities. A real estate market trend analysis would provide decision makers complete information on the tax benefit or impact of housing development. Local Implementation

In order to support traditional settlement patterns, potential local implementation strategies that municipalities might consider include:

## Continue engagement opportunities

Review and ensure that municipal planning, zoning, and land use regulations and practices permit



and encourage the development of a range of housing types that will adequately meet the region's and state's housing needs. The regulatory environment can be the greatest impetus or deterrent to construction typologies. Municipalities can perform an audit of local regulations to ascertain their impact and amend ordinances as necessary to ensure a strong housing market. Such audits should be conducted as part of a larger outreach and community conversation to hear what is or isn't working.







## Local Implementation

In order to support housing choice, potential local implementation strategies that municipalities might consider include:

- Conducting an audit of existing regulations and ordinances to determine their collective impact on housing costs.
- Develop local regulations to enable housing at a variety of price points that serve as statewide models for other communities. Look to the various tools for municipalities, resources and examples for ideas of how to increase opportunities through the regulatory framework. Does the community allow accessory apartments, multi-family housing, cluster subdivisions, infill or mixed use development? Does the municipality's suite of regulations allow for the development of housing supplies to meet projected population growth of citizens of all ages, incomes or abilities? All of which can provide for more flexible approaches to enabling diverse housing supplies.
- Utilize capital improvement plans and tax increment financing districts to address increased demand for community services due to high growth.
- Building codes help ensure older housing stock is improved and maintained in safe conditions as homes are renovated.
- Façade improvement programs help incentivize reinvestment in the community, create a more attractive neighborhood, and promote safe and welcoming places.
- Local design guidelines designed to complement town ordinances can help to ensure new development maintains traditional architecture.
- NH Housing's Housing Solutions Handbook includes examples and case studies from New Hampshire of multi-unit structures that maintain rural and single family character.
- Open space or cluster subdivisions promote housing construction in a way that preserves high value natural resources, minimizes environmental impacts and increases access to open space and recreation opportunities.
- The local chambers of commerce in the region can help municipalities to develop promotion and outreach strategies and connect with regional businesses to help understand housing needs of the regions workforce.
- Municipalities may also convene joint planning board meetings with their neighbors to discuss issues of regional concern or opportunity.

# Measuring Progress

To understand the impact of plan implementation strategies we must first measure where we are today. Based upon successful implementation of the identified opportunities for the future we can estimate whether these measures will increase (  ) or decrease (  ) in the future.

Current Benchmark Metrics		Future Effect
<b>54.2%</b>	<i>Renter occupied housing units that are affordable to households earning at or below 80% of the area median income (2009)</i>	
<b>11.4%</b>	<i>Owner occupied housing units that are affordable to households earning at or below 80% of the area median income (2009)</i>	
<b>7%</b>	<i>Share of affordable housing units that are located near a major employer or employment center</i>	
<b>66</b>	<i>Municipalities that have adopted local ordinances or regulations to promote the development of affordable and/or workforce housing (2014)</i>	
<b>88</b>	<i>Municipalities that have adopted a conservation, open space or cluster residential subdivision ordinance (2014)</i>	
<b>21</b>	<i>Municipalities that have adopted an inclusionary housing ordinance (2014)</i>	





## Transportation Choice

*Transportation Choices provide a number of options that help people safely and efficiently get where they need to go, whether it is by walking, driving, biking, public transportation, carpooling, or taking a train or plane. Transportation networks should make it easy to get from one place to another, and should also allow the efficient movement of goods to support the economy.*



More people in New Hampshire drive to access goods and services or to get to work than any other transportation mode. Across the state, transportation represented the most widely discussed planning topic, with concern focused on the state's lack of transportation options. The state's lack of transportation alternatives represents both an economic liability and a barrier to vulnerable populations. Where public transportation is available often users have noted a limited number of routes or frequency of stops, particularly during evenings and weekends. Increased transportation options benefit all generational groups, including younger adults, who are most amenable to public transit, and seniors, who would benefit from increased independence after they lose their ability to drive.

New Hampshire and its municipalities are not keeping pace with maintaining highway and bridge infrastructure and additional mileage of roads and bridges are falling into poorer condition each year. Reasons for this include an underfunded highway fund and uncertainty about the best way to finance infrastructure. Continued deferred maintenance will result in higher costs for future generations of taxpayers. Adding to this is the significant diversion of dedicated state and local maintenance funds to pay for unanticipated washouts from increasing severe storm events.

Residents overwhelmingly view maintaining the state's bridges and highways as the top priority for transportation funding (74%). However, 55% also support senior and special needs transportation,



## REGIONAL PUBLIC TRANSIT IN NEW HAMPSHIRE - COAST & JENNIFER DECKER

Most New Hampshire residents work in, shop, go to school, or access services in communities outside of their own. Regional public transit systems serving multiple communities are helpful because they recognize that our daily lives are not confined by municipal boundaries.



New Hampshire presently has two regional public transit systems; Advance Transit, serving the Upper Valley area of New Hampshire and Vermont, and the Cooperative Alliance for Seacoast Public Transit (COAST), serving communities in Rockingham and Strafford Counties and extending into Carroll County and South Berwick, Maine.

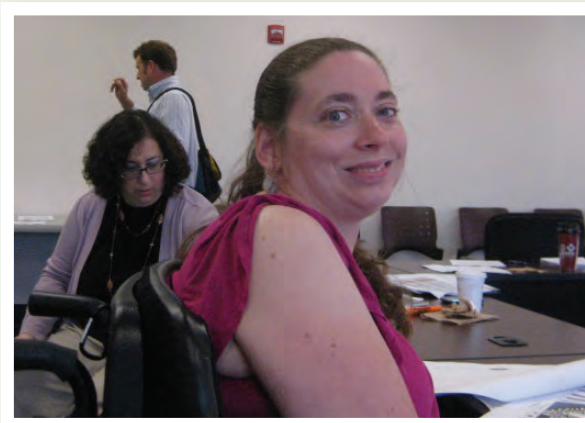


These agencies benefit from the tireless work of those like Jennifer Decker, a Dover resident who serves on

the COAST Board of Directors. A regional advocacy facilitator at Granite State Independent Living, a statewide advocacy organization for seniors and those with disabilities, Decker works directly with her region's disabled community and utilizes her vast institutional knowledge to advise COAST.

The value and reliability of public transit service is also a personal issue for Decker. A wheelchair user herself, Decker regularly uses COAST's public transit and paratransit services.

"We have a pretty comprehensive public transit system for the size of our area geographically. think it really gives people more options. If people live in Rochester but they come into Portsmouth where there are a lot of jobs.



COAST, which operates as an independent public body governed by a board of directors, is supported by funds from the towns and cities serviced, the Federal Transit Administration and fare revenues. The service offers a potential model for areas of the state looking for truly regional public transit service.

# 74%

Overwhelmingly view maintaining the state's bridges and highways as the top priority for transportation funding.

53% the availability of bike paths, and 86% of residents think that their community should actively promote safe places to bike or walk. While residents often express interest in expanding bus service between major cities or improving the availability of public transportation, they are less supportive when asked whether policy makers should invest more money into such efforts (supported by 50% and 40% of residents respectively). The exception to this being households earning less than \$40,000 who are more likely to desire investment in improving the availability of public transportation. Statewide reducing congestion is a low priority, particularly in the Upper Valley and Southwest Regions.

Improved integration of transportation, land use, and economic development planning and decision making would yield benefits in all three areas. Residents that participated in the Communities of Place regional forums conducted by NH Listens felt that investing in transportation connections between Concord, Nashua, and Manchester would provide both economic and social benefits for residents. Similar benefits could be realized from connecting communities in the Upper Valley as well as creating east-west corridors.



### New Hampshire Residents Want Transportation Options

With Few Transportation Alternatives and Concerns About the Need for More Funding to Maintain Our Infrastructure, NH Residents Support Investment in the Following:

## 74%

### STATE BRIDGES & HIGHWAYS MAINTENANCE

## 55%

### SENIOR & SPECIAL NEEDS TRANSPORTATION OPTIONS

## 53%

### AVAILABILITY OF BIKE PATHS

## 86%

### WANT SAFE PLACES TO WALK & BIKE

## Regional Commonalities and Distinctions

A lack of transportation options was cited by regions across the state. In rural areas like the North Country interest focused on expanding carpooling or vanpooling options, while southern regions with larger economic hubs expressed interest in larger transit investment. In the Nashua and Southern New Hampshire Regions in particular, passenger rail service to the Boston area was cited as a key need. Many regions noted the need for improved pedestrian and bicycle accommodations and the need to provide safer routes for such travel users.

New Hampshire's rural areas remain challenged by a need for more options, but a settlement pattern that can make providing such very difficult. As the Southwest Region noted "Improved transportation choices are especially important in rural areas like the Monadnock Region, where low population density, hilly terrain, far distances between service centers, and limited public transportation are significant challenges to getting around."

Two major issues facing the state; declining state funds for transportation improvements and senior transportation needs were cited by all regions of the state. With the state's senior population projected to grow rapidly

## Opportunities for the Future

Strategies to enhance transportation choices in New Hampshire must acknowledge that while funding is limited there are opportunities to align investments to ensure priority projects are implemented and that economies of scale are maximized. Following are some key opportunity areas that are common to all regions in New Hampshire.

### Align program rules

Establish a requirement that the State and recipients of funds from the State incorporate considerations of climate change impacts, such as more frequent and more intense storm events, into all development and redevelopment projects in the state to ensure that the limited state and federal funds are invested wisely in infrastructure that will serve the state's needs well into the future.

- State can expand its Context Sensitive Solutions (CSS) approach to project development by ensuring that projects are resilient to climate impacts like extreme flooding and erosion particularly in coastal or riverine project areas. It can do this by sharing project information with State Department of Safety's Hazard Mitigation specialists during project design.
- NHDOT can coordinate with NHDES to sharing results from NHDES' geomorphology model to understand fluvial erosion impacts on project areas.

### Form strategic partnerships

Expand project scoping processes and other transportation related problem solving to ensure that broadband infrastructure is considered as part of other transportation infrastructure development.

- When reconstructing or rehabilitating bridges, the state and municipalities can evaluate if there is a need to accommodate broadband fiber connectivity in the bridge's design; or

- When working on highway or rail right of way that disrupt utility infrastructure, that broadband is considered as another utility with which to coordinate or offer coordination.

## Build technical assistance

Increase municipal participation in road asset management practices in order to develop a solid baseline of data to create a transparent and cost effective manner to prioritize capital improvement projects for roads, bridges, culverts, etc. Many RPCs provide technical assistance and support in demonstrating road asset management tools and can sometimes help collect a baseline geospatial dataset of road assets.

Strengthen NHDOT's ability to incorporate multimodal traffic mitigation strategies (transit, biking, walking accommodation) through its current authority to review land uses that create new traffic demand impacts on state highways (i.e. through its project scoping and driveway (curb cut) permitting processes).

- This would require retraining engineers at the District level and in the Bureau of Traffic to understand traffic demand by other modes, and it would require applicant's to share information about existing bicycle and pedestrian facilities or transit routes in the vicinity of the land use.

## Continue engagement opportunities

Continue to utilize an open and transparent project selection process for transportation project prioritization at the regional and state level.



- Ten Year Transportation Improvement Plan projects would be evaluated based on a common set of criteria that are consistent with state and level policy goals;
- Regional project priorities would be reflected in each Ten Year Plan; and
- Other forms of transportation such as bicycle, pedestrian, transit and rail would have an opportunity to be evaluated as potential transportation solutions along with traditional highway improvements.












# Local Implementation

In order to support transportation choices, potential local implementation strategies that municipalities might consider include:

- Adopting a 'Complete Streets' policy to ensure that roadway projects serve all transportation modes.
- Partner with other municipalities to help accomplish broad regional goals including implementing environmental best practices, promoting economic development or improving transportation efficiency.
- Promote mixed use and higher intensity residential zones where appropriate.
- Require streets, sidewalks, and walkways to connect to adjacent properties, including properties not yet developed.
- Require sidewalks on both sides of the street in new developments.
- Require bicycle parking facilities within 50 feet of primary and well-used entrances for all office, multifamily, and freestanding commercial uses in appropriate zones.
- Define appropriate zones where new subdivision roads would be accommodated with sidewalks and crosswalks where appropriate.
- In rural areas where sidewalks are not required, ensure adequate right-of-way widths to accommodate future sidewalks as needed.
- Require new subdivision developments that have sidewalks to connect with existing sidewalk facilities.
- Within new subdivision projects require road design and driveway locations that minimize the number of conflict points and hazards between automobiles and bicycles/pedestrians.
- Ensure pedestrian walkways are clearly visible and delineated to assure the selection of effective walking routes to and within a site.
- Ensure pedestrian facilities are designed for ease of maintenance.
- Require appropriate amenities (e.g. landscaping, trees, benches) to enhance the walking experience.
- Require street lighting and clear sightlines to maximize pedestrian safety.
- Require that special needs (ADA, children, the elderly) are considered in pedestrian facility designs.
- Require bicycle parking for appropriate land uses based on established standards.

# Measuring Progress

To understand the impact of plan implementation strategies we must first measure where we are today. Based upon successful implementation of the identified opportunities for the future we can estimate whether these measures will increase (  ) or decrease (  ) in the future.

Current Benchmark Metrics		Future Effect
<b>11.6%</b>	<i>Workers that commute to work via bike, walk, transit or other means than single occupancy vehicle (2010)</i>	
<b>50.8%</b>	<i>Share of household income spent on combined housing and transportation costs (2010)</i>	
<b>140</b>	<i>Number of Red Listed state bridges in New Hampshire (2012)</i>	
<b>2,597</b>	<i>Miles of state highway pavement in good or fair condition (2012)</i>	
<b>104</b>	<i>Miles of rail lines in New Hampshire capable of speeds of 40 miles per hour (2012)</i>	
<b>44%</b>	<i>Percentage of useful vehicle life remaining in transit buses across the State (2012)</i>	
<b>3,638,277</b>	<i>Total number of riders using public transit (2012)</i>	
<b>24%</b>	<i>State population with access to multi-modal transportation (2012)</i>	
<b>114</b>	<i>Five-year moving average of highway fatalities in New Hampshire with a goal of driving towards zero deaths (2012)</i>	
<b>9</b>	<i>Communities that have adopted a pedestrian oriented development ordinance (2014)</i>	
<b>3</b>	<i>Communities that have adopted a transit oriented development ordinance (2014)</i>	



## Community and Economic Vitality

*Community and Economic Vitality is the development of hard and soft infrastructure, including financial investment, to attract and retain economic opportunities that foster community growth and ensure the highest quality of life for New Hampshire residents. Our neighborhoods and communities work best when they offer inclusive opportunities to pursue an excellent education, access quality healthcare, enjoy cultural programs, and to participate fully in community decision-making processes.*



New Hampshire residents, as a whole, are well-off; however, there are pockets within the state where poverty levels are rising. Much of the new job growth has been in part time, low-wage jobs. New Hampshire unemployment peaked in 2009 at just over 7% compared to 10% nationally. These rates varied across the state with highest unemployment in the North Country. Additionally, per capita income in NH is higher than the national average but lower than the New England average and 8% of residents live below the poverty level in NH.

Access to affordable housing and transportation choices impacts the availability of reliable jobs that pay a livable wage. There are differing opinions across the state as to whether there is a lack of jobs overall or a lack of jobs that are an appropriate fit with the available skill levels in the state. Family-sustaining jobs are in short supply, and the general lack of career-orientated jobs threatens the ability to attract and keep younger residents in New Hampshire. Many groups commented on a scarcity of adequate job training for job requirements in the state. There is a need for access to more effective job training both for college educated and non-college educated individuals to remain current and competitive. The greater availability of part-time jobs is offset by their lack of benefits. People with





# RAILROAD SQUARE, DOWNTOWN KEENE

*Upon its closure in 1983, the once vital and bustling Railroad Yard in Keene turned to a nearly deserted brownfield, useful only as a public parking lot. The City of Keene purchased the historical parcel in 1988 with the hopes of one day revitalizing it. In 1997, the City organized the property as a Tax Increment Financing District (TIF), to encourage investment and create a source of revenue for utility upgrades. As years went by - bricks crumbled, weeds permeated, and the lot became an eyesore to the downtown community. Nearly a decade later, the City issued an RFP on ideas and designs for redeveloping the space. That's when Monadnock Economic Development Corporation (MEDC) stepped in. A previous environmental assessment showed the area was contaminated with various chemicals left over from its railroad days. MEDC had an idea - they proposed the development of an entirely new Railroad Square neighborhood, complete with housing, access to medical and social services, employment, office and retail space, transportation, a hotel, and dining all built utilizing sustainable building practices.*



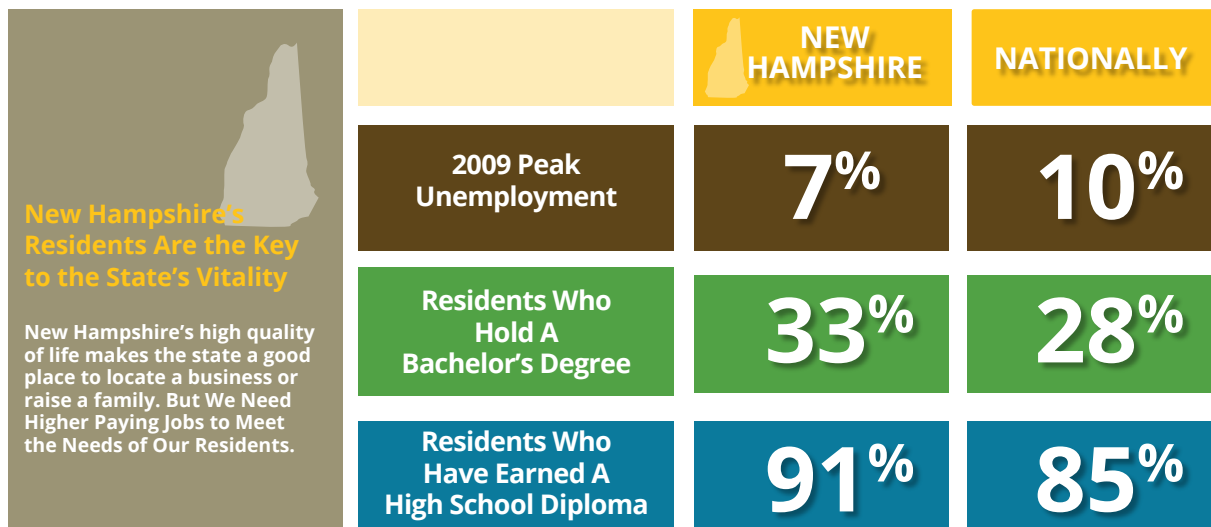
*The City liked the idea, and allowed MEDC to purchase the property in 2006. Following brownfield remediation efforts coordinated by the Southwest Regional Planning Commission, the project was divided into three phases, two of which have been completed. Phase I included the creation of the Marriot Courtyard Hotel, Railroad Square Senior Housing, the 51 Railroad Square building (which houses Nicola's Trattoria),*



*business suites and medical offices, and the rehabilitation of the former Wright Silver Polish building. Phase II included the development of the Monadnock Food Co-Op, with additional infrastructure improvements. Phase III, which is set to begin in 2015, will incorporate high-end rental apartments, commercial space, veterans housing, and additional parking.*

*The project has been supported by CDBG funding, Green Gap Funding LLC, state tax credits, U.S. Department of Agriculture (USDA) Rural Development loans, and financing from the NH Business Finance Authority, along with private investments and other sources. MEDC President, Jack Dugan, notes that although the project's financing collaboration was monumental in the success of the site's redevelopment, it was the desire and commitment of community members that made it possible.*

*"We wanted to create a vital, healthy extension of the downtown Keene community. You do that by bringing people closer together," said Jack Dugan, president of Monadnock Economic Development. The project has produced millions of dollars of new tax revenue, over 150 permanent jobs, outdoor recreational and performance space and marks a significant enhancement to Keene's vibrant Downtown community.*



low incomes, people with disabilities, and those who are homeless have particular difficulties in finding steady employment. A lack of transit and a reliance on cars were seen as barriers to obtaining employment.

Our economy has been evolving over time with a rebounding manufacturing base. However, there is a high proportion of the manufacturing workforce nearing retirement and a shortage of young adults to fill those jobs. Effective job training programs are essential to meeting the needs of a shifting economy. Across the state small businesses represent 87% of firms, but 22% of jobs and more than half the state's jobs are in government, retail, health care, or manufacturing.



New Hampshire's high quality of life makes the state a good place to locate a business or raise a family. High quality schools are viewed as the most important feature of a community, following which residents feel other priority amenities include job opportunities, small businesses and retail stores, farms, farm stands, and forestry as well as grocery stores. New Hampshire was ranked as the most child friendly state in the country for 9 out of the last 10 years. A third of NH residents

have a Bachelor's degree, compared to 28% nationally and 91% have completed high school compared to 85% nationally.

Almost all NH residents (93%) view quality schools as either very or somewhat important to have in their community. This is followed by 86% of residents who place priority on nearby job opportunities, 85% who desire small businesses and retail stores in their community, 83% that want farms and related businesses and 82% that feel it's important to have a grocery store in their community.

## Regional Commonalities and Distinctions

Most commonly regions called for the need to strengthen the local labor force. All regions, regardless of location noted that the workforce population is projected to shrink; however, Rockingham noted that in addition to the declining workforce aged population, the projected number of jobs is expected to grow. Who will fill these jobs? Concerns in the North Country are more focused on the quality

of jobs where there are fewer living wage jobs and more part-time and seasonal jobs. In addition to the need for job training programs, a strong educational system is essential to support a regional highly skilled workforce. Residents in the Nashua region are more likely to have earned a four-year or professional degree than their state and national counterparts, presenting an asset to the region's potential for job growth. Residents in the Upper Valley want to expand workforce training opportunities and acknowledge that large employers would benefit from such programs.



**86%**  
Place a High Priority on  
Nearby Job Opportunities

Virtually all regions noted the need to leverage existing infrastructure and cost effective investments to support continued economic development. Priority needs to be placed on improvements to existing roads, sidewalks, stormwater systems, water supply and waste water systems that are necessary for the continued health and safety of residents and businesses, particularly those that will prevent additional future costs from deferred maintenance and will enable increased development in existing villages and downtowns. Rural areas such as the North Country are looking to continue to improve the availability of broadband and cell service. More urban areas such as the Nashua region are looking to ensure that infrastructure is supportive of business growth and strengthens connections between neighboring communities and employment centers. However, Southern NH noted that the region lacks an inventory of “shovel ready” projects to do so.

*“What’s Great? Walkable downtown, charming shops/trolley busses/cafes. “New England” feel.”*  
- Nashua, New Hampshire Resident

The Lakes Region and North Country both identified the protection of their region's natural resources as key to their economic future. North Country additionally noted that it is a working landscape of successful farms and actively managed and productive forestland. Whereas, Rockingham noted the loss of open space has changed the traditional forest and agricultural landscape, eliminated wildlife habitat, reduced environmental services such as filtering water and providing flood storage, and impacted recreational opportunities. All regions in turn have emphasized promoting quality of place through supporting village and community centers so to preserve and enhance the area's unique and attractive quality of place by supporting economic development that will enhance, and not diminish, the region's high quality of life. Preservation of historic resources, balanced growth and development can broaden the tax base and improve quality of life, community character and the environment.

## Opportunities for the Future

### Align program rules

Increase and align funding opportunities to support and enhance both “hard” and “soft” infrastructure investments. Existing opportunities include:

- Maximize the US Economic Development Administration’s Comprehensive Economic Development Strategy program (CEDS) to identify hard and soft infrastructure needs
- Apply for and secure EDA funding for infrastructure based on the CEDS
- Maximize the Transportation Improvement Program for infrastructure funding
- Maximize the Capital Improvement Program at the local level
- Maximize the infrastructure trust fund program at the local level
- Explore the Tax Increment Financing program locally
- Pursue state and federal grants for infrastructure needs

## Form strategic partnerships

Support educational initiatives financially including workforce training and skills development and early childhood initiatives. Essential steps to effectively do so include:

- Identify and pursue grants for training and skills development
- Engage the state in funding for training and skills development programs

## Build technical assistance

Complete the State Development Plan which should present the high-level local perspective based on need with a clear message. The plan should:

- Identify state-wide strategies that support local goals and objectives.
- State-wide strategies should be high-level and allow for local variation during implementation.
- State plan should clearly outline an overall strategy of economic development that is driven local with support from the state.

Increase local capacity for economic development through training opportunities for local officials to “do” economic development. Potential training topics include:

- Create local economic development committees (EDC)
- Identify and provide training for local EDCs
- Identify regional and state-wide partners to support local EDC efforts and priorities

## Continue engagement opportunities

Engage and utilize the Creative Economy and other nontraditional enterprises for a more complete economy. Continued engagement of the Creative Economy includes:



- Identify industries and strategies to diversify the local economy outside of traditional business and industry
- Develop strategies to draw people to the local economy
- Engage the arts community and local high schools to develop creative economy strategies





# Local Implementation

In order to support community and economic vitality, potential local implementation strategies that municipalities might consider include:

- Expedited permitting and review processes for development projects that generate high quality employment opportunities.
- Scale land use regulations and impact/permitting fees to the size and intensity of developments, easing startup costs for small businesses.
- Update municipal Internet sites to improve navigability and highlight the technological savvy, livability, and community values of a municipality.
- Review municipal regulations to ensure that realistic opportunities are afforded to expand broadband access, particularly in those areas where access is limited or unavailable.
- Lease or sell surplus municipal land or facilities.
- When feasible, investigate opportunities for shared municipal services or facilities to reduce long-term infrastructure costs and improve service quality to taxpayers.
- Partner with other municipalities to help accomplish broad regional goals including implementing environmental best practices, promoting economic development or improving transportation efficiency.
- Adopt ordinances and regulations such as form based codes, infill development ordinances, and/or the community revitalization tax relief incentives (NH RSA 79-E).

## Measuring Progress

To understand the impact of plan implementation strategies we must first measure where we are today. Based upon successful implementation of the identified opportunities for the future we can estimate whether these measures will increase (  ) or decrease (  ) in the future.

Current Benchmark Metrics		Future Effect
8%	<i>Share of the total population living below the poverty level in NH (2011)</i>	
91%	<i>Percent of all persons over 25 years old who have completed high school (2011)</i>	
27	<i>Communities that have adopted Community Revitalization Tax Relief Incentives as allowed under NH RSA 79-E (2014)</i>	
6	<i>Communities that have adopted an infill development ordinance (2014)</i>	



## Natural Resources Functions & Quality

*Natural Resource Functions & Quality ensures that we protect New Hampshire's beautiful natural landscape and wide diversity of wildlife species for the benefit of future generations. This includes protecting and improving the water we drink, the air we breathe, the forests we love and the farmland that sustains us.*



Residents love New Hampshire's natural beauty and believe that environmental and natural resource protection should be a top priority for investing public dollars. Top priorities include protecting water quality for drinking and recreation, air quality, farms and agricultural land, aquatic habitats and access to recreation land. Environmental Protection is a top priority for investment of public monies. It should be noted however, that environmental protection is not the top priority for all NH residents. For the state's lowest income households and those who are unemployed, environmental protection is viewed as more of a luxury and recreation opportunity. Instead, basic needs such as safe and affordable housing are viewed as the top priority for public investment.

Local agriculture contributes positively to the state's food security, environment, and health and nutrition system. While the state lost about half of its farmland between 1967 and 1995, in recent years with the increased popularity of local foods, agricultural lands have grown at an annual rate of 1.7% between 1997 and 2007. Above and beyond any other environmental preservation efforts, a large majority (90%) of NH residents say that promoting local agricultural should be actively encouraged in their communities. Promoting local agriculture remained the top priority regardless of household income level or region in the state.

New Hampshire's high quality water resources, habitat, water and forest lands are intrinsically linked to the state's economy. We are the second most forested state in the nation, forestry products



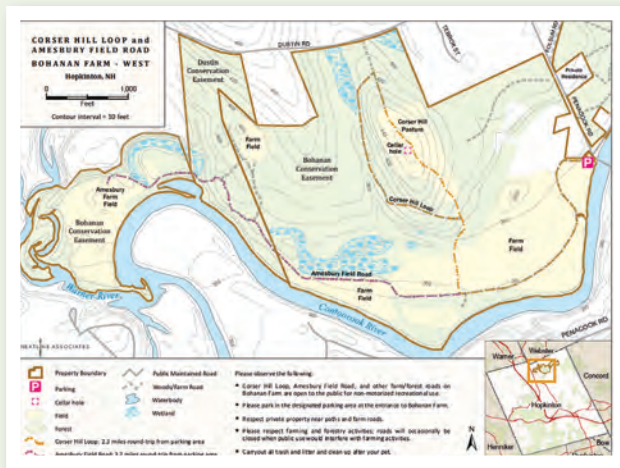
# BOHANAN FARM, HOPKINTON

Hopkinton's Bohanan Farm has been in operation for nearly 100 years and is now being run by the family's fifth generation. And thanks to broad collaboration and partnerships across the governmental and non-profit sectors, this beloved local landmark will be preserved for future generations.

The large, privately owned working dairy farm spans over 440 acres and includes 230 cows for milk production. There is a conservation easement on the property that protects its valuable agricultural fields and working forests. In 2008, the family approached Hopkinton's Open Space Committee to investigate a conservation easement on portions of the property. The town worked with the Five Rivers Conservation Trust, as well as a coalition of others including the Natural Resource Conservation Service, the State of New Hampshire, and private donors, to purchase the conservation of 413 acres,



The property includes four miles of frontage on three rivers – Contoocook, Blackwater and Warner Rivers. The property owners and farmers, the Bohanan/Robertson families, continue to welcome public use of their network of farm roads and river frontage. There are two marked trails, one through a forested area with views of the Blackwater River, and another across the open fields to the remnants of an old farmstead. The trails are two loops - the Blackwater loop is roughly 1.5 miles and the Corser Hill loop is around 2.5 miles and both are used in every season for hiking, walking, snowshoeing and cross country skiing. There is also a canoe/kayak access ramp on the conserved land that was installed by the Hopkinton Conservation Commission.

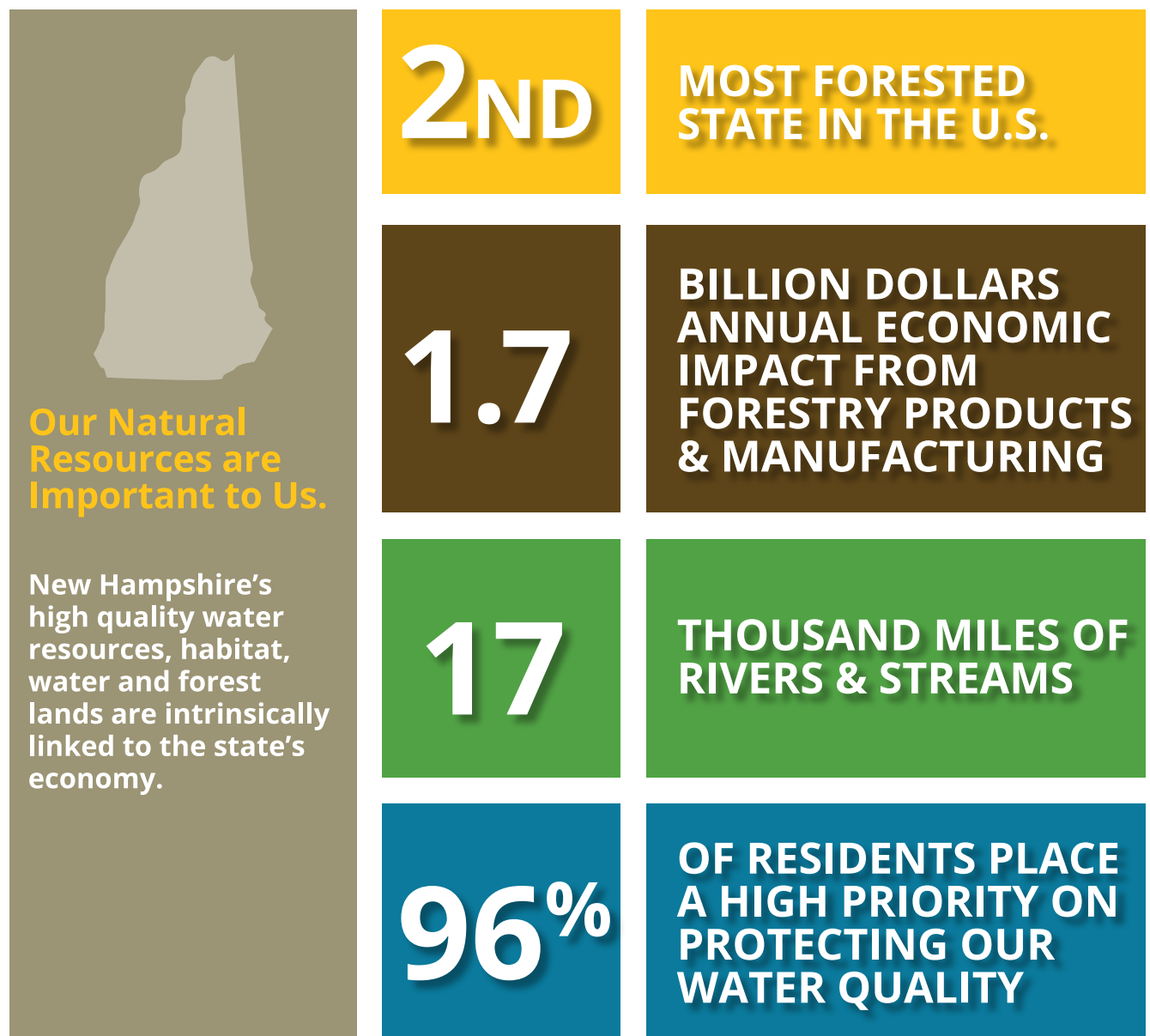


A 2009 Special Town Meeting in Hopkinton to fund part of the purchase attracted the largest turnout in town history, with more than two thirds of the voters in favor of the easement acquisition.

As a working dairy farm, there continues to be changes in how the family operates the business. In 2011, the Contoocook Creamery was launched as a new venture which offers several types of milk products in glass bottles that are returnable. The Creamery sells to many local stores and supermarket chains in the Hopkinton/Concord area.

and manufacturing equate to \$1.7 billion annually, and there are nearly 17,000 miles of rivers and streams and 165,000 acres of lakes and ponds. Virtually all residents (96%) view protecting water quality for drinking as a high priority for their community.

Environmental protection can be achieved while balancing the need for continued growth and economic development. However, it requires careful consideration of all issues and an integrated planning process to ensure that regulations and conservation can serve as opportunities rather than barriers. Property rights is another frequently discussed and balance related issue when speaking of land use and natural resources, in particular water resources. For some residents, there is a desire to ensure a tradition of individual rights and a libertarian culture, for others, balancing community and individual concerns is complicated, both require ongoing and persistent open dialogue and communication efforts.





## Regional Commonalities and Distinctions

Many regions noted that there is strong local support for promoting and maintaining access to local food supplies. However, the more urban regions also noted the loss of agricultural lands in their region, opposed to the more rural areas that are seeing an expansion of farming. In order to continue to support expanded opportunities for local agriculture, both North Country and the Lakes Region are looking to identify ways to reduce regulatory barriers to the growth and modernization of local agriculture.

The state's western and northern regions, known for their hiking and recreation opportunities noted the economic and natural resource benefits of maintaining these vast forested land areas. Most all regions equated protection of natural resources with providing recreation and/or tourism opportunities. Additionally, residents in the North Country and Central NH were more likely to support community actions to encourage or promote tourism. There was concern that climate change however could adversely impact skiing and other winter sports in the years to come. Comparatively, when referring to recreation lands, more urban areas placed greater emphasis on parks and recreation facilities.

All regions in some capacity place a high priority on local land conservation. While most call for continued efforts to preserve new or additional land, North Country that is nearly 95% forested noted the greater issue is to protect against environmental threats such as commercial bottling and non-sustainable forestry practices. Comparatively more developed regions such as SNHPC noted the number of acres lost to development and need to protect vital natural resources, habitat and recreation lands for future generations.

“*What's Great? Natural Resources: forest, lakes, mountains, wildlife*”

*- Lakes Region, New Hampshire Resident*

## Opportunities for the Future

Implementation of actions to support natural resources functions and quality that look to balance environmental and economic development needs are of the highest priority. There are opportunities to integrate planning initiatives to ensure all interests are recognized and financial resources targeted toward those locations that will meet clearly articulated objectives.

### Align program rules

Reinforce, reinstate, and/or refocus existing and prior funding programs and strategic tools that support updates to local plans, local zoning and land development regulations, and land conservation efforts that are:

- Consistent with regional and state conservation plans

- Meet future housing, community and economic development needs while maintaining a high quality natural environment. (e.g., Housing and Conservation Planning program, LCHIP, Regional Environmental Planning Program, Current Use, Innovative Land Use Ordinances)

## Form strategic partnerships

Develop a state Natural Resource Conservation Plan that serves as a basis for natural-resource based planning and land use decisions and ensures that open space conservation efforts are targeted, coordinated, and strategic. The state plan should:

- Build from the large number of existing regional and resource specific conservation plans
- Identify important resources at the local, regional, and state/eco-regional levels
- Include sufficient high-quality working agricultural and forests to maintain viable industries
- Incorporate wildlife/habitat connectivity
- Trails connectivity for recreation
- Responds to changing conditions due to climate change

## Build technical assistance

Encourage and develop supporting approaches and tools to ensure that new site development projects are evaluated within a broader context (e.g., watershed, eco-region, habitat connectivity) and designed to minimize the cumulative impacts of land use change on the continued viability of important natural resource-based functions (e.g., water filtering, groundwater recharge, flood control, habitat, recreation). **Example strategy:** Coordinate culvert and stream crossing evaluations and replacement projects across the state to ensure these projects appropriately address various needs and issues, including:

- Transportation
- Passage of wildlife and aquatic organisms
- Increased intensity and variability of storm events and flooding with climate change

Pursue state-level actions and strategies identified in NH Forest Resource Strategies, DRED 2010, in support of a sustainable forest-based economy within New Hampshire by supporting markets, maintaining the state's Right to Harvest Law; and establishing a NH Native Lumber Certification (Review and adjusting state and local regulations, zoning, and funding resources to ensure they are forestry-friendly). Additionally, ensure sustainable forest management of public lands (state, regional, municipal) by:

- Providing sufficient technical assistance and education
- Developing stewardship plans for state-owned lands and encouraging the same for other publicly-held lands
- Including municipalities and counties as eligible entities for landowner incentive programs (e.g., NRCD, USFA, NH Fish and Game)

## Continue engagement opportunities

Develop a state-level strategic plan to preserve agricultural land and farming operations in New Hampshire that:

- Recognizes the important contribution agriculture makes to the state's economy, healthy communities, and agricultural heritage.
- Supports working agriculture's contributions of environmental services—sustaining our state's land, air, water and wildlife.
- Recognizes the importance of agriculture as a keystone of New Hampshire's scenic working landscape, which attracts residents, tourists and business to our state.
- Identifies opportunities for growing local food production and consumption, and reduces barriers to growth and adaptation of farm businesses.
- Ensures the availability and productive capacity of agricultural lands for farming, now and for future generations.
- Recommends adjustments to state and local regulations to ensure they are agriculture-friendly.



## Local Implementation








In order to support community and economic vitality, potential local implementation strategies that municipalities might consider include:

- Partner with other municipalities to help accomplish broad regional goals including implementing environmental best practices, promoting economic development or improving transportation efficiency.
- Compare open space plans with neighboring communities to maintain large forest blocks for wildlife habitat and recreation connectivity.
- Evaluate economic and environmental needs simultaneously.
- Consider the needs of local agriculture producers through zoning regulations and programs to enhance access to locally produced foods.
- Increase access to river corridors for recreational use.
- Conserve prime and active farmland purchase of easements and/or development rights and adoption of local regulations which protect farmlands.
- Implement regulations to address setback, buffer, and shoreland protection issues. Local shoreland protection regulations can be applied to shorelands not covered by the state's regulations, and can be stronger to provide for greater setbacks for structures from shorelands, and more effective protection of riparian buffers.
- Synchronize education outreach efforts with existing outreach materials produced by other communities to ensure consistent messaging and reduce staff time.
- Consider policies encouraging private well testing every five years for water quality monitoring efforts.
- Conduct baseline health inventories for local public health issues.

- Cooperate regionally in the development of data and other resources that can be shared such as for MS4 permits, brownfield assessments and river continuity studies.
- Collaborate with other community efforts to purchase testing kits and necessary training for radon, uranium and arsenic.
- Stormwater BMPs during and after construction can increase the quantity and quality of groundwater recharge while reducing flood peaks and volumes and improving surface water quality.

## Measuring Progress

To understand the impact of plan implementation strategies we must first measure where we are today. Based upon successful implementation of the identified opportunities for the future we can estimate whether these measures will increase (  ) or decrease (  ) in the future.

Current Benchmark Metrics		Future Effect
<b>.36</b>	<i>Acres of agricultural land lost in NH per person of population increase from 1990 to 2003</i>	
<b>31%</b>	<i>Undeveloped lands across the state that are permanently protected from future development (2012)</i>	
<b>1.1%</b>	<i>Flood storage land acres that are permanently protected from development (2012)</i>	
<b>13%</b>	<i>Wildlife habitat land area that is permanently protected from development (2012)</i>	
<b>39%</b>	<i>Existing forest land in New Hampshire that is permanently protected from development (2012)</i>	
<b>23</b>	<i>Municipal Agricultural Commission in the State (2014)</i>	
<b>93</b>	<i>Municipalities with adopted groundwater and/or surface water protection ordinances (2014)</i>	



## Climate Change & Energy Efficiency

*Climate Change and Energy Efficiency identifies opportunities to save energy and costs and reduce risks to our communities, businesses and citizens. In recent decades, New Hampshire has seen an increase in extreme storms and flooding coupled with steadily rising fuel and energy prices. How can we reduce dependence on outside sources of energy, construct homes and buildings that are more efficient, and reduce impacts to our communities and infrastructure from extreme storms and flooding?*



Energy consumption lies at the heart of the New Hampshire economy as we rely on energy to heat and cool our homes and businesses, power our industrial equipment and move us across the landscape. This energy consumption has implications for New Hampshire's economy, environment and the health of its residents. Fortunately, opportunities exist to manage the state's energy use in a manner that reduces costs and improves public and environmental health.

**\$5.9**  
**Billion**  
Spent on Energy in 2013

Energy consumes between 10-50 percent of our household incomes, and in 2013 we spent nearly \$5.9 billion on energy, which is approximately 9 percent of state GDP. As New Hampshire has no in-state sources of fossil fuels (e.g., coal, natural gas, oil) or nuclear material, the state imports nearly 90 percent of its energy and exports nearly \$4 billion dollars annually from the economy to pay for this energy. Transportation makes up 35 percent of energy consumption in the state, due largely to the state's dependence on automobile travel

Initiatives are underway to lower state energy consumption



# ELEVATED SEA LEVELS, A RISING PRIORITY ON THE SEACOAST

*The Atlantic coastline provides New Hampshire's Seacoast region its most cherished geographic feature. The coast is so popular that many residents of coastal communities live directly along the ocean or within several hundred yards of beaches and coastal marshes. But with Climate Change spurring a rise in sea levels, many communities are concerned about the sustainability of the places they love.*

*A study undertaken by the Rockingham Regional Planning Commission recommended that coastal communities plan for a rise of sea levels of three to five feet by 2100 and about nine feet during severe storm events. In densely populated low lying communities centered on the coast, this would place huge swaths of many towns under water.*

*Determined to take action, 19 organizations, including the Rockingham Regional Planning Commission, currently collaborate as part of the New Hampshire Coastal Adaptation Workgroup helping Seacoast communities prepare for the effects of extreme weather events and other effects of long term climate change.*



*Many coastal residents have reported they're already seeing the effects of Climate Change and the towns like Seabrook are working aggressively to elevate roads and utilities by two to five feet to prepare for severe 100-year storm events.*



*To learn more about the NH Coastal Adaptation Workgroup, as well as other Climate Change mitigation and adaptation efforts along the New Hampshire Seacoast, visit <http://nh.stormsmart.org>*



by increasing energy efficiency and renewable energy (e.g., solar, wind, geothermal, biomass), but opportunities to expand such efforts exist. Residents view energy efficiency and energy choices as the second most important priority for investing public dollars. Residents are largely in favor of all the proposed energy-efficiency and renewable-energy projects, except for the idea of having public charging stations made for electric vehicles. Most residents (87%) think local governments should at least be somewhat involved in developing policies for renewable-energy facilities. Three in four residents (77%) support expanding incentives for home energy efficiency improvements (with 52% who “strongly support”), followed by higher energy-efficiency standards in new buildings (74%), and promoting renewable-energy sources such as solar, wind and geothermal (73%). Meanwhile only 34% were in support of public charging stations for electric vehicles. Communities of interest, such as low income families, are most concerned about high energy and utility costs making efficiency a key priority.

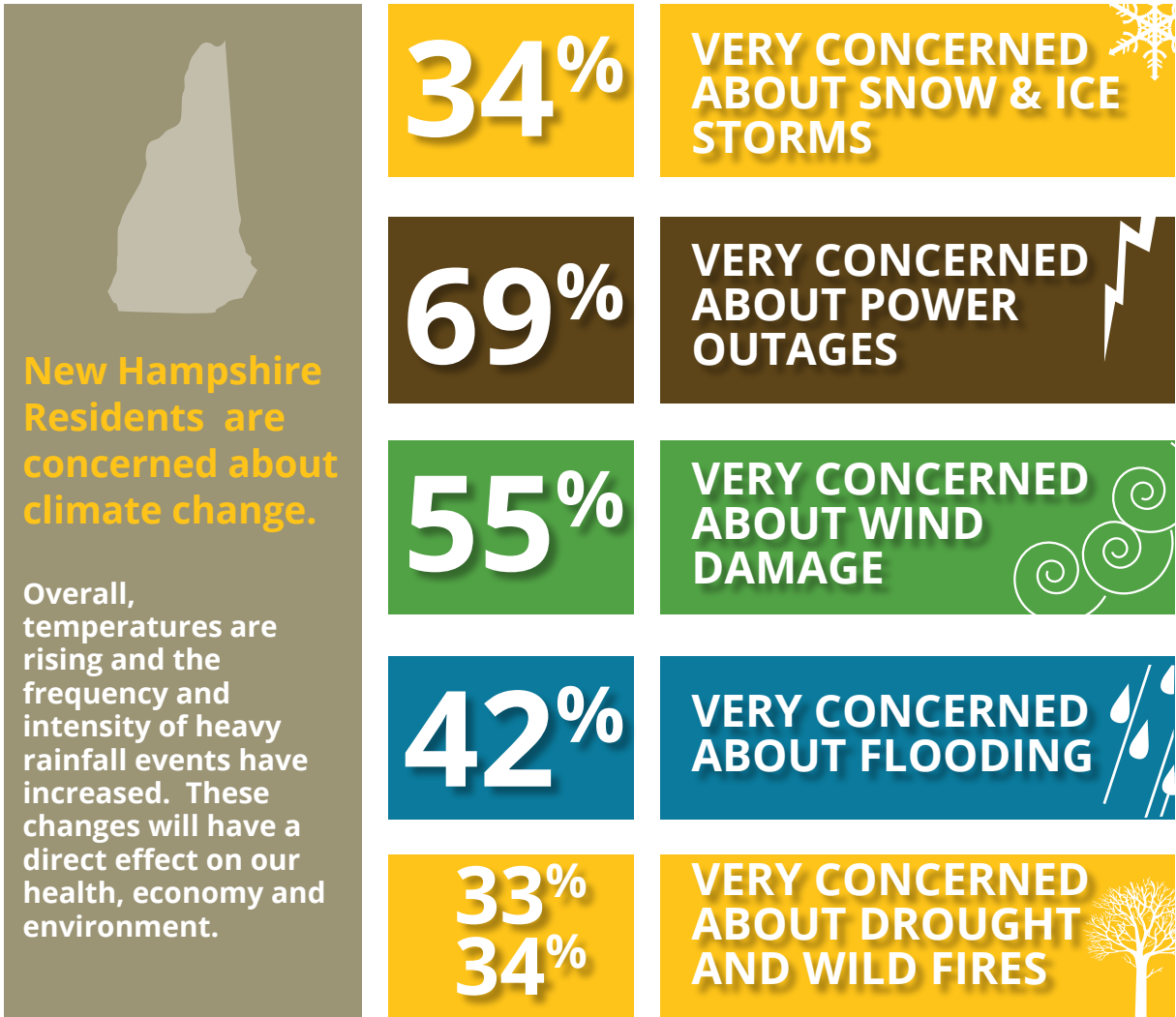
Not only are fossil fuels costly to import, but burning fossil fuels for energy also results in the release of carbon dioxide, which is the main cause of climate change. Research by the University of New Hampshire has documented significant changes in key climate indicators over the past 100 years with an intensification of such trends over the last 40 years. Overall, temperatures are rising and the frequency and intensity of heavy rainfall events have increased. These changes will have a direct effect on our health, economy and environment. Nearly three in four residents are concerned (34% “very concerned” and 40% “somewhat concerned”) with snow or ice storms in their community followed by power outages (69%), wind damage (55%), flooding (42%), drought (33%) and wildfires (32%). Approximately 12% of residents are very concerned about their community’s level of preparedness in weather-related situations, while 35% are somewhat concerned, 32% are not very concerned, 20% are not at all concerned and 1% said they don’t know. Households earning less than \$20,000 are more likely to be very concerned about snow or ice storms.

While residents in New Hampshire vary in their views on the cause of climate change, they are more engaged when speaking to the ultimate impacts to their communities. There is little debate that there have been direct impacts from changes in weather patterns such as intense storms and increased flooding. Focus should be on how as a state, regions and communities the impacts might be mitigated to prevent loss of life or property.

## Regional Commonalities and Distinctions

Due to an increasing occurrence of severe storm events, climate adaptation is increasingly viewed as essential to protecting municipal assets and reducing impacts from natural hazards. Across the state, and particularly rural areas, regions including the Upper Valley, Southwest, and Central New Hampshire placed the greatest emphasis on programs to complete vulnerability assessments, protect floodwater storage lands, and to ensure adequately sized culverts and stormwater infrastructure.

Across the state, all regions view energy efficiency as the most feasible means of reducing fossil-fuel consumption and achieving energy independence as well as reducing overall energy costs. Many regions noted there is a greater need for programs that incentivize residential and commercial efficiency improvements. Energy costs are especially a concern for vulnerable populations and low-income residents, and while there are programs offered for such populations, inadequate marketing and red tape limits fuller participation.



Green building presents an opportunity for new construction to promote efficient use of resources and reduce energy costs and pollution. Local energy committees and other municipal land use boards can encourage energy-efficient development and retrofits for existing buildings. Similarly, historic preservation is viewed as a priority for achieving energy efficiency.

Virtually all regions noted the lack of local, renewable-energy alternatives and a limited capacity of the existing natural gas pipelines in the state. Without fuel diversity, there is concern that energy costs are likely to be of increasing concern in the years to come and will have increasing economic impacts. Generally, residents support renewable energy choices such as solar, wind, and geothermal that are climate-friendly.

## Opportunities for the Future

Given the limited and unstable funding resources for energy-efficiency and renewable energy programs, those efforts where energy efficiency can be integrated into larger programmatic efforts such as building codes, air quality improvements or infrastructure investments are essential to reducing energy demand,



increasing efficiency and reducing long-term energy costs. Additionally, significant opportunities exist to address climate change through mutually beneficial efforts such as those that reduce dependence on fossil fuels or utilize an ecosystems planning approach.

### **Align program rules**

Promote and assist the adoption of increased school and municipal-fleet fuel economy in order to improve regional air quality, reduce fossil-fuel consumption and greenhouse gas emissions, and reduce expenditures on energy.

Promote and assist the inclusion of alternative fuels and advanced technology vehicles in school and municipal fleets in order to improve regional air quality, reduce fossil-fuel consumption and reduce greenhouse gas emissions.

### **Form strategic partnerships**

Encourage state agencies and the energy sector to promote and enhance weatherization programs, energy-efficiency and renewable-energy resources for residents and businesses in order to reduce energy costs and improve energy security.

Identify and distribute regionally-specific information on climate change and its impacts through state, regional and local entities to enable local communities to prepare for the current and projected impacts of a changing climate.

### **Build technical assistance**

Work with municipalities and regional planning agencies to promote use of stretch building energy codes to minimize energy consumption in buildings.

### **Continue engagement opportunities**

Encourage municipalities and local planning boards to recognize the value of ecosystem services in mitigating climate change impacts and promote protection of natural systems through local land use planning efforts.

## **Local Implementation**

In order to plan for climate change and energy, potential local implementation strategies that municipalities might consider include:

### **Climate Change Adaption**

- Encourage integration of climate change considerations into local plans - master plans, hazard mitigation plans, open space/land conservation plans, and regional health assessments.
- Conduct a Municipal Audit to identify barriers and incentives to implement climate change planning and adaptation at the local level (zoning, regulations, Master Plan).
- Reduce the impact of climate change through the protection of natural resources.
- Increase resiliency to extreme weather events by: steering development away from the most flood-prone areas; investing in the existing built environment making it more resilient to weather

related impacts; and where possible, relocate existing development out of harm's way.

- Utilize municipal ordinances, building codes, land-use practices, infrastructure planning, and incentives are potential tools to accomplish these steps.
- Identify community buildings and infrastructure that are located in floodplains and prioritize the development of a resilience and preparedness plan for each.
- Evaluate transportation corridors that might be at risk to flooding.
- Inventory and upgrade culverts in coordination with state agencies (i.e., DOT, DES & F&G).
- Coordinate policies that ensure access to clean water in the event of an emergency.



## Energy Projects









- Consider adopting regulations that support innovative and new building technologies and educate communities about the nature and benefits of power-purchase agreements and energy performance contracts.
- Consider rebates and other incentive programs to retrofit existing energy options into green technologies.
- Provide information to local businesses to help them take advantage of energy efficiency business loans.
- Incorporate investment in energy efficiency and renewable energy for municipal and school facilities in the Capital Improvement Plan and maintenance plans.
- Consider supporting the development of local renewable-energy sources for the school system and municipalities and/or for businesses and residents (i.e., group-net-metering projects).
- Conduct a policy audit to identify barriers and incentives to energy efficiency and renewable energy project implementation (e.g., zoning, regulations, Master Plan).
- Reduce barriers to combined-heat-and-power systems and other small-scale production means with larger scale community benefits.

## Transportation & Land-Use

- Partner with other municipalities to help accomplish broad regional goals including implementing environmental best practices, promoting economic development or improving transportation efficiency.
- Implementation of Smart Growth and Low Impact Development efforts to encourage the efficient growth and development.
- Adopting mixed-used zoning, which would allow greater accessibility to desired services without requiring greater mobility. This can be achieved by incorporating the principles of Traditional Neighborhood Developments and Village Plan Alternatives (VPA) in village and downtown zoning to promote a mix of uses.
- Techniques such as flexible density-based zoning and infill development target future growth to specific areas in a community, which can increase density and lessen the demand for transportation-related energy usage. Techniques such as these also help to preserve open space areas in a community.

# Measuring Progress

To understand the impact of plan implementation strategies we must first measure where we are today. Based upon successful implementation of the identified opportunities for the future we can estimate whether these measures will increase (  ) or decrease (  ) in the future.

Current Benchmark Metrics		Future Effect
<b>\$5.9 billion</b>	Total state energy costs (2013)	
<b>39.1</b>	MMBTUs per capita residential energy consumption, equivalent to 282 gallons of heating oil (2012)	
<b>9,660</b>	Estimated vehicle-miles-travelled per capita in New Hampshire (2010)	
<b>79.6</b>	MMBTUs per capita transportation energy consumption (2012) (Equivalent to 637 gallons of gasoline)	
<b>15.8</b>	Municipalities that have adopted local land use regulations to promote energy efficient development (2014)	
<b>5</b>	Municipal Agricultural Commission in the State (2014)	
<b>213</b>	Municipalities, districts and precincts that have adopted local floodplain development regulations (2014)	
<b>52</b>	Communities that have adopted a post construction stormwater-management ordinance (2014)	



# Conclusions

The state is in the midst of a demographic paradigm change with resultant impacts to our local economies. New Hampshire benefits from its relative small size as a state where collaboration among state, regional and local governments and organizations is highly feasible. There are four key opportunities for future action whether planning for traditional settlement patterns, housing and transportation, economic vitality, the environment, or climate change and energy efficiency that will maximize impacts while using fewer resources.

## Align program rules

Align program rules for technical assistance and funding to support local and regional priorities. There are many opportunities to align program rules and procedures to maximize the benefit to all. Recent collaborative efforts between the NH Department of Transportation, the regional planning commissions and non-governmental organizations that support transportation planning efforts led to the formulation of program rules for the Transportation Alternatives Program that will help ensure funding is allocated to those projects that meet a suite of mutual goals. Alignment of program and funding rules maximizes opportunities for all, helping to ensure limited resources are aggregated to maximize potential benefits.

## Form strategic partnerships

Form strategic partnerships to maximize the impact of existing programs through collaboration. We are a lot more alike than we are different, while there are distinctions there are several very powerful concepts that draw us together and we do not need to deal with the challenges we face in isolation. It is good to be connected and not have to reinvent the wheel. Through the GSF planning process, agencies and organizations had the opportunity to collaborate and plan for the future of our communities. These partnerships provide a strong foundation for sustained interagency dialog which will in turn support successful implementation of the strategies identified through the regional planning process.

## Build technical assistance

Build technical assistance expertise through continued and expanded learning opportunities. Across New Hampshire, implementation of land use planning occurs at the local level. There are however, many opportunities for collaboration across the state to build technical assistance to ensure all communities have access to help regardless of whether they have professional planning staff or not. NH Office of Energy and Planning serves as the go to source for volunteer boards, providing an annual planning and zoning conference and regular publications for local boards. NH Department

of Environmental Services has in the past published a handbook of Innovative Land Use Planning Techniques for NH municipalities. NH Housing recently operated the Community Planning Grant program and will develop a guidebook of case studies from those efforts to demonstrate successful implementation. Together these provide a strong foundation to build upon for continued efforts to build technical assistance and share learning and knowledge with the larger audience.

## Sustain engagement opportunities

Sustain engagement opportunities to ensure all voices are heard in the planning process. State and regional entities should continue engagement in the form of sustained opportunities for New Hampshire residents to interact with regional planning commissions and other governmental and non-governmental entities so that their preferences, values, and circumstances are always represented in the process of public decision-making. A broad commitment to engagement that assures that all voices, regardless of status or place, are heard and considered is fundamental to achieving equity goals and to creating communities that have strong civic health.



# Appendix A: New Hampshire's Planning Framework

In order to provide a readily available source of information for local communities' master plan updates and community requested planning services, individual regional comprehensive plans may use the structure and contents of both the state development plan as spelled out in [RSA 9:A](#), and of the local master plan as provided in [RSA 674:2](#). State, regional and local comprehensive plans typically discuss similar topics such as overall vision, housing, transportation, economic development and environment.

The specific goals for each regional plan were determined by the communities involved and build on common goals found in local master plans, feedback received through a robust outreach process and other appropriate sources within the region. The regional plans strive to help communities find ways in which they can address issues of common concern while making the most efficient use of public resources. When communities pursue common initiatives collectively, the economies of scales often tip in their favor. The regional plans provide policy and decision makers throughout the state with a picture of what the residents and communities in each region value, what is necessary to sustain vibrant and economically successful futures, and strategies for implementation.

In 2000, New Hampshire's Legislature adopted [Chapter 9-B](#), the "State Economic Growth, Resource Protection, and Planning Policy." The reasons for adopting this policy, set forth in RSA 9-B:1, include:

- Clean water and air, along with productive mountain, forest, and agricultural open space land are necessary for the State's economy and citizen's health and welfare.
- The maintenance of these assets is vital if the State is going to provide future generations with the same quality of life and environment.
- Economic development is essential, however, our community vitality and well-being suffers when haphazard development sprawls across the state's landscape.
- Coordinated and comprehensive planning efforts by state agencies on future development in the state will not only improve our economy, but can encourage future development occur in a manner that balances growth and natural resource protection.

While there is no single accepted definition of "smart growth," RSA 9-B:3 states that it is the control of haphazard or unplanned development so to not grow in a way that inflates the amount of land used per capita. It is also defined as development that respects our traditional and historic landscape. Smart growth is intended to accommodate development in a manner that uses existing infrastructure and resources in a wise and efficient manner while increasing choices. The results of smart growth include:

- Vibrant commercial activity
- Strong sense of community identity
- Adherence to traditional settlement patterns
- Ample alternate transportation modes
- Uncongested roads
- Decreased water and air pollution
- Clean aquifer recharge areas
- Viable wildlife habitat
- Attractive views of the landscape
- Preservation of historic village centers

# Appendix B: Integrating Action & Planning

The following tables depict the connections between the identified priority statewide actions and their interrelationship with the various common planning themes and livability principles. By utilizing a cross-sector integrated planning approach, plan implementation actions have greater strength and yield higher positive results. The following tables show where the primary (P) and secondary (S) relationships exist for each proposed action.

Align program rules for technical assistance and funding to support local and regional priorities.	Overarching Themes				Livability Principles					
	Resiliency	Collaboration	Demographic Shifts	Equity	Traditional Settlement Patterns	Housing Choices	Transportation Choices	Community and Economic Vitality	Natural Resources Functions & Qualities	Climate Change and Energy Efficiency
<b>Strategies for Action</b>										
<b>Provide</b> state-level resources to support comprehensive and detailed evaluations of water infrastructure resources on a regional basis and apply an Asset Management approach to identify and prioritize critical needs to maintain and improve existing systems.	P	S			P			S	S	
<b>Take advantage of</b> state and federal tax credit programs that provide financial support for housing development while reducing tax liability.	S		S	P		P		S		
<b>Exempt</b> affordable housing from fees and building caps, and create flexibility in other requirements, such as density allowances, to reduce the cost of housing development.		S	P	S	S	P		S		
<b>Establish</b> a requirement that the use of state funds incorporate considerations of climate change impacts, such as more frequent and more intense storm events, into all development and redevelopment projects to ensure that the limited state and federal funds are invested wisely in infrastructure that will serve the state's needs well into the future.	P			S	S		P	S	S	P
<b>Increase and align</b> funding opportunities to support and enhance both "hard" and "soft" infrastructure investments.		P	S		S			P		
<b>Reinforce, reinstate, and/or refocus</b> existing and prior funding programs and strategic tools that support updates to local plans, local zoning and land development regulations, and land conservation efforts.	S	P	S	S	S	S		S	P	S
<b>Promote and assist</b> the adoption of increased school and municipal-fleet fuel economy in order to improve regional air quality, reduce fossil-fuel consumption and greenhouse gas emissions, and reduce expenditures on energy.	P	S		S			S		S	P
<b>Promote and assist</b> the inclusion of alternative fuels and advanced technology vehicles in school and municipal fleets in order to improve regional air quality, reduce fossil-fuel consumption and reduce greenhouse gas emissions.	P	S		S			S		S	P

Form strategic partnerships to maximize the impact of existing programs through collaboration.	Overarching Themes				Livability Principles					
	Resiliency	Collaboration	Demographic Shifts	Equity	Traditional Settlement Patterns	Housing Choices	Transportation Choices	Community and Economic Vitality	Natural Resources Functions & Qualities	Climate Change and Energy Efficiency
<b>Strategies for Action</b>										
<b>Promote</b> accessibility and multi-modal transportation accommodating walking, bicycling, and a variety of transportation alternatives proximate to jobs and housing in municipal and regional master plans.	S		P	P	P		P	S		
<b>Support</b> the work of local non-profit housing providers to help meet the community's housing needs, and consider transferring municipally-owned land and buildings suitable for residential use to non-profit housing providers.		P				P				
<b>Expand</b> project scoping processes and other transportation related problem solving to ensure that broadband infrastructure is considered as part of other transportation infrastructure development.	S	P					P	S		
<b>Support</b> educational initiatives financially including workforce training and skills development and early childhood initiatives.		P	S					S		
<b>Develop</b> a state Natural Resource Conservation Plan that serves as a basis for natural-resource based planning and land use decisions and ensures that open space conservation efforts are targeted, coordinated, and strategic.		P	S		S			P		
<b>Encourage</b> state agencies and the energy sector to promote and enhance weatherization programs, energy-efficiency and renewable-energy resources for residents and businesses in order to reduce energy costs and improve energy security.	S	P	S	P		S	S	S		P
<b>Identify</b> and distribute regionally-specific information on climate change and its impacts through state, regional and local entities to enable local communities to prepare for the current and projected impacts of a changing climate.	P	P		S	S				S	P



	Overarching Themes				Livability Principles					
	Resiliency	Collaboration	Demographic Shifts	Equity	Traditional Settlement Patterns	Housing Choices	Transportation Choices	Community and Economic Vitality	Natural Resources Functions & Qualities	Climate Change and Energy Efficiency
<b>Build technical assistance expertise through continued and expanded learning opportunities.</b>										
<b>Strategies for Action</b>										
<b>Promote</b> education on the connection and importance of good water resource infrastructure to accommodate new development within existing developed areas and protect environmental quality.	P	S			P			S	S	
<b>Work</b> with partners to develop and record local tours for presentation to communities outlining the principles of traditional settlement patterns, compact development, and the potential impacts of sprawling development patterns.		P	S	S	P			S	S	
<b>Study</b> real estate market trends relative to transportation centers to provide decision makers complete information on the tax benefit or impact of housing development.	S	P		S	S	P	S	S		
<b>Increase</b> municipal participation in road asset management practices in order to develop a solid baseline of data to create a transparent and cost effective manner to prioritize capital improvement projects for roads, bridges, culverts, etc.	S	P			S		P	S	S	
<b>Strengthen</b> NHDOT's ability to incorporate multimodal traffic mitigation strategies through its current authority to review land uses that create new traffic demand impacts on state highways.	P		S		S		P			
<b>Complete</b> the State Development Plan which should present the high-level local perspective based on need with a clear message.	S	S	S	P	P	P	P	P	P	P
<b>Increase</b> local capacity for economic development through training opportunities for local officials to "do" economic development.		P	S	S	S			P		
<b>Encourage</b> and develop tools to ensure that new site development projects are evaluated within a broader context and designed to minimize the cumulative impacts of land use change on the continued viability of important natural resource-based functions.	S	P			S				P	
<b>Pursue</b> state-level actions and strategies identified in the 2010 DRED authored NH Forest Resource Strategies in support of a sustainable forest-based economy within New Hampshire by supporting markets, maintaining the state's Right to Harvest Law; and establishing a NH Native Lumber Certification.	S	P			S			S	P	
Work with municipalities and regional planning agencies to promote use of stretch building energy codes to minimize energy consumption in buildings.	S	P				S		S		P

	Overarching Themes				Livability Principles					
	Resiliency	Collaboration	Demographic Shifts	Equity	Traditional Settlement Patterns	Housing Choices	Transportation Choices	Community and Economic Vitality	Natural Resources Functions & Qualities	Climate Change and Energy Efficiency
<p><b>Sustain engagement opportunities to ensure all voices are heard in the planning process.</b></p>										
<b>Strategies for Action</b>										
<p><b>Conduct</b> a dialogue based outreach, engagement, and education campaign promoting further streamlining and removing barriers to adaptive reuse and historic preservation, identify regulations that are impediments to compact development, and importance of compact development as an economic development tool.</p>	S	P		P	P			P		S
<p><b>Review</b> and ensure that municipal planning, zoning, and land use regulations and practices permit and encourage the development of a range of housing types that will adequately meet the region's and state's housing needs.</p>	S		S	P	S	P		S		
<p>Continue to <b>utilize</b> an open and transparent project selection process for transportation project prioritization at the regional and state level.</p>		S		P	S		P			
<p><b>Engage</b> and utilize the Creative Economy and other nontraditional enterprises for a more complete economy.</p>	S	S		P	S			P		
<p><b>Develop</b> a state-level strategic plan to preserve agricultural land and farming operations in New Hampshire.</p>	S	S	S	P	S			S	P	
<p><b>Encourage</b> municipalities and local planning boards to recognize the value of ecosystem services in mitigating climate change impacts and promote protection of natural systems through local land use planning efforts.</p>	S	P		P	S				S	P

# Appendix C: Prioritized Statewide Implementation Strategies

The following tables depict the connections between the identified priority statewide actions and The following tables represent conceptual ideas identified by the nine regional planning commissions and their statewide partners working through a series of Technical Advisory Subcommittees. These strategies represent high priority opportunities to further the goals of each of the nine regional plans that are applicable statewide and can be further supported by state agencies and non-governmental organizations.

Each strategy was evaluated to determine which traditional master plan components it would relate to in an effort to assist municipalities looking to take an integrated planning approach to their implementation plans. The chapters include:

- Housing
- Transportation
- Environment, Natural Resources Functions and Qualities
- Community Vitality and Economic Development
- Climate Change Impacts
- Energy Efficiency and Green Building
- Equity and Engagement

These high priority strategies were ranked by the Technical Advisory Subcommittees based upon their perceived feasibility and potential for greatest impact. The intent was to identify those that might be ready for implementation sooner versus those that may require additional effort before they can be acted upon successfully. Any action that would require funding and did not have an identified funding source received a lower relative feasibility rank. Those projects with a relative ranking of 1 represent those with both a higher perceived impact and feasible to begin work on in the short term. Projects with a relative ranking of a 3 represent those that either are perceived to have a lesser degree of potential impact or require additional funding or work, thus decreasing their feasibility.

Potential partners and the level of action have been identified as a first step to assist in future implementation. The action required to implement a strategy may occur at the state, regional or local level or a combination there of. There may be primary or secondary levels of action as well where the primary is the lead and those in a secondary role support initiatives to help ensure success. The identification of potential partners does not represent a commitment on the part of any agency or organization. Instead, it is intended to aid those that may wish to take action to identify where their efforts might be most needed and who might be able to assist in implementation.

It is expected that priorities and opportunities will shift over time as collaborations and funding develops for specific actions. This list is not intended to be exhaustive, but a starting point for further conversation and action.

# Traditional Settlement Patterns Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Provide state-level resources to support comprehensive and detailed evaluations of water infrastructure resources on a regional basis and applying an Asset Management approach to identify and prioritize critical needs to maintain and improve existing systems (e.g., capacity constraints, system deterioration, replacement/upgrades needed, areas of planned expansion) and develop new community water infrastructure systems to support a desired future development pattern emphasizing infill and compact development within already developed areas.		X								1	P	S	S	NHDES, municipal boards, planners, DPW's, drinking water operators
Promote accessibility and multi-modal transportation accommodating walking, bicycling, and TOD in municipal and regional master plans. Focus on inter-city transit routes and coordinate with local transit service providers.	X			X	X	X		X		1	P	S	S	NH DOT, complete streets work groups, rails to trails groups, NH Parks and Rec.
Promote education on the connection and importance of good water resource infrastructure to accommodate new development within existing developed areas and protect environmental quality		X								1	P	S	P	NHDES, planners, municipal boards, DPW's, drinking water operators, NH Planners Association, NHOEP

# Traditional Settlement Patterns Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Work with partners to develop presentation tour for communities outlining the principles of traditional settlement patterns, compact development, and the potential impacts of sprawling development patterns. Focus on why is it important, what are the advantages, and how might it impact environmental and social connections?	X	X	X	X	X	X	X	X	X	1	S	P	S	NHOEP, NHDHR, NHDRED, NH planners association, complete streets work groups,
Conduct an listening session/dialogue outreach, engagement, and education campaign targeting state and local decision makers on: Streamlining/removing barriers to adaptive reuse/historic preservation, identify regulations that are impediments to compact development, Federal Preservation Tax Abatement program, importance of compact development as an economic development tool	X					X			X	1	S	P	S	NH Listens, local universities, NHOEP, NHDHR, NHDRED, NH planners association
Provide guidance on integrating compact development into the community master planning process through Historic Resources, Cultural Resources, and Land Use chapters	X	X			X	X	X			2	S	P	S	NHOEP, RPC's
Identify economic incentives for compact development. Creation of flyer to outline these incentives. Promotion of historic preservation as a means of economic development.	X	X			X	X	X			2	P	S	S	NHOEP, NHDHR, NHDRED

# Traditional Settlement Patterns Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)								Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local
Hold a statewide summit to focused on Traditional Settlement Patterns, Compact Development, and community density focused on educated planning boards and non-planning professionals.	X					X			2	S	P	S	NHDES, municipal boards, planners, DPW's, drinking water operators
Assess and communicate (to facilities and public) the risk to drinking water and wastewater infrastructure from flooding and inundation under new storm and weather trends (e.g., larger storm events, sea level rise) and ensure that appropriate adaption measures to reduce risk of failure of service and/or environmental contamination are taken.		X							2	P	S	P	NHDOT, complete streets work groups, rails to trails groups, NH Parks and Rec.
Create statewide committee to review and address complex issues related to compact development	X	X	X	X	X	X	X	X	2	S	P	S	NHOEP, RPC's, NH DOT, municipalities, NHDRED, clean air, cool planet
Identifying regulatory barriers to compact development practices like infill development and historic reuse by conducting regulatory audits of community regulations	X	X			X		X	X	2	S	P	NA	NHOEP, RPC's
Support work of and funding for NH Office of Energy and Planning	X	X	X		X	X		X	3	P	S	S	NHOEP, RPC'S, NH representatives

# Housing Choices Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Study real estate market trends relative to transportation centers.	X		X	X		X				1	P	S	NA	NH Housing, RPCs
Review and ensure that municipal planning, zoning, and land use regulations and practices permit and encourage the development of a range of housing types that will adequately meet the region's and state's housing needs.	X		X			X	X	X	X	1	S	S	P	Municipalities, non-profit housing providers, workforce housing coalitions, RPCs, NHHFA
Support the work of local non-profit housing providers to help meet the community's housing needs, and consider transferring municipally-owned land and buildings suitable for residential use to non-profit housing providers.			X						X	1	P	S	P	Municipalities, non-profit housing providers, workforce housing coalitions, RPCs, NHHFA
Take advantage of state and federal tax credit programs that provide equity for housing development while reducing tax liability.			X						X	1	P	NA	S	Non-profit housing providers, developers, NHHFA, CDFA, municipalities
Exempt affordable housing from fees and building caps, and create flexibility in other requirements, such as density allowances, to reduce the cost of housing development.	X		X			X			X	1	S	S	P	Municipalities, non-profit housing providers, workforce housing coalitions, RPCs, NHHFA

# Housing Choices Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Implement mechanisms like incentive zoning, which allows new housing developments to include a certain amount of housing for low- and moderate-income households, or mixed-use zoning, which allows a blend of commercial and residential development in a town center.	X		X	X		X			X	2	S	S	P	Municipalities, non-profit housing providers, workforce housing coalitions, RPCs, NHHFA
Examine the creation of Tax Increment Financing districts that provide housing rehabilitation low interest loan programs to renovate and modify old housing stock to meet local housing needs.			X	X		X	X	X	X	2	S	S	P	Municipalities, non-profit housing providers, workforce housing coalitions, RPCs, NHHFA
Work with the local Chamber of Commerce and other business leaders about forming and/or sustaining a business housing coalition to advocate for policies and programs that support the creation of housing for working families.			X						X	2	S	S	P	Municipalities, chambers of commers, workforce housing coalitions, RPCs, NHHFA
Create incentives for New Hampshire banks and mortgage companies to develop Location Efficient Mortgage programs and expand housing rehabilitation loan programs.	X		X			X			X	2	P	NA	S	NHHFA, banking and lending institutions
Increase financial support for the state affordable housing fund.			X						X	3	P	NA	P	NHHFA



# Housing Choices Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)								Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local
Develop incentives or programs to regionalize planning for housing.			X						3	S	P	S	RPCs, municipalities, NHHFA, workforce housing coalitions

# Transportation Choices Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Continue to utilize an open and transparent project selection process for transportation project prioritization at the regional and state level.				X		X				1	P	P	S	NHDOT, RPCs
Expand project scoping process and other transportation related problem solving to ensure that broadband infrastructure is considered as part of other transportation infrastructure development.				X		X				1	P	P	S	NHDOT, RPCs, DRED
Establish a requirement that the State and recipients of funds from the State incorporate considerations of climate change impacts, such as more frequent and more intense storm events, into all development and redevelopment projects in the state to ensure that the limited state and federal funds are invested wisely in infrastructure that will serve the State's needs well into the future.				X	X		X			1	P	S	S	NHDOT, DES, RPCs
Strengthen NHDOT's ability to incorporate multimodal traffic mitigation strategies (transit, biking, walking accommodation) through its current authority to review land uses that create new traffic demand impacts on state highways (i.e. through its project scoping and driveway (curb cut) permitting processes).				X		X			X	1	P	S	S	NHDOT, RPCs, State and Regional Coordinating Councils, Transport NH, HEAL
Increase municipal participation in road asset management practices.				X						1	S	S	P	NHDOT, RPCs, municipalities

# Transportation Choices Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement		Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	
Improve transportation planning processes by increasing private sector, municipal and state legislative representation in planning activities of NH DOT and Regional Planning Commissions.				X		X				1	P	P	S	NH DOT, RPCs, State and Regional Coordinating Councils, Transport NH
Pursue sustainable and equitable funding mechanisms that will provide the funds necessary to meet the long term transportation needs of the state while also realizing other important social, economic and environmental goals.				X		X				1	P	P	S	NH DOT, RPCs, municipalities
Adopt a statewide complete streets policy and further enable towns to adopt their own complete streets policies that go beyond state requirements.				X	X		X			1	P	S	S	NH DOT, RPCs, municipalities, Transport NH, HEAL
Require coordination of publicly funded regional transit and human service transportation through development a network of regional transit coordinators and establish a funding mechanism to support this coordination.				X		X			X	1	P	S	S	NH DOT, RPCs, State and Regional Coordinating Councils, Transport NH
Increase investment in freight infrastructure, particularly rail and the multi-modal connectors that support goods movement into, out of, and through the state.				X						1	S	S	P	NH DOT
Resume matching federal transportation dollars with state funds in order to further leverage those resources into transportation funding investments.				X		X				3	P	S	S	NH DOT

# Transportation Choices Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Work to ensure State and local governments meet the transportation needs of all residents by building and maintaining a multimodal transportation system that supports pedestrian, bicycle, transit, park and ride, and rail modes of travel.	X		X	X	X	X	X	X	X	3	P	P	P	NH DOT, RPCs, State and Regional Coordinating Councils, Transport NH, Easter Seals, HEAL

# Community and Economic Vitality Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)										Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?	
Completion of the State Development Plan; high-level local perspective based on need; with clear message	X	X	X	X	X	X	X	X	X	1	P	S	S	Towns, RPCs, BIA, State (Gov/DRED/ DOT/DES, etc.)	
Engage and utilize the Creative Economy and other nontraditional enterprises for a more complete economy					X	X			X	1	S	S	P	RPCs, Planning Boards, EDCs, NH Council for the Arts, Jordan Institute	
Increase funding for infrastructure (“hard” and “soft”)	X	X	X	X	X	X	X	X	X	1	P	NA	P	State Legislators, DOT, BIA, Gov, DES, DHHS, ED, DRED, Foundations (as advocates), FED (highways, EPA, USDA)	
Support educational initiatives financially (workforce training and skills development; including early childhood initiatives, workforce training & skills development)						X				2	P	NA	P	School Boards, colleges/tech schools, SPARK NH, NH Department of Ed, Workforce Investment Board	
Increase local capacity for economic development through training (train local officials to “do” economic development)	X				X	X			X	2	NA	S	P	OEP, Planning Commissions, Planning Boards, Economic Development Committees, NH EDA, USEDA, CDCs, NHCDFA, DRED	
Marketing of the state for economic development at the national/international level	X		X	X	X	X	X	X	X	2	P	S	NA	DRED, Governor’s office, RPCs (supporting role), EDDs, Private Businesses (advocacy), Federal Legislators	

# Community and Economic Vitality Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Create measures to assess emerging economic trends/ growth (i.e. green building/ energy efficiency/creative economy, etc.)	X		X	X	X	X	X	X	X	2	P	S	NA	RPCs, Labor Market Bureau, Charitable Foundation, Center for NH Policy, Jordan Institute, Towns
Manage economic growth/ opportunities by balancing with community character through local discretion (i.e. local spin on regional/state trends and objectives)	X		X	X	X	X	X	X	X	3	S	S	P	OEP, Planning Commissions, Planning Boards, Economic Development Committees, Conservation Commissions and other Town Boards, citizens, interest groups
Develop a clear, predictable, coordinated permitting process for development at local levels; including annual review	X		X	X	X	X			X	3	S	S	P	OEP, Planning Commissions, Planning Boards, Economic Development Committees, Town Meeting/Governing Body/Town or City Council, NH Home Builders Association

# Natural Resources Functions and Qualities Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
<p>Encourage and develop supporting approaches and tools to ensure that new site development projects are evaluated within a broader context (e.g., watershed, eco-region, habitat connectivity) and designed to minimize the cumulative impacts of land use change on the continued viability of important natural resource-based functions (e.g., water filtering, groundwater recharge, flood control, habitat, recreation).</p> <p>Example strategy - Coordinate culvert and stream crossing evaluations and replacement projects across the state to ensure these projects appropriately address various needs and issues, including:</p> <ul style="list-style-type: none"> <li>- Transportation,</li> <li>- Passage of wildlife and aquatic organisms, and</li> <li>- Increased intensity and variability of storm events and flooding with climate change.</li> </ul>		X	X	X	X	X	X	X	X	1	P	P	S	NH DES, Fish & Game, NH DOT, NH DRED, NH RPCs, Municipalities
<p>Reinforce, reinstate, and/or refocus existing and prior funding programs and strategic tools that support updates to local plans, local zoning and land development regulations, and land conservation efforts that are:</p> <ul style="list-style-type: none"> <li>- Consistent with regional and state conservation plans; and</li> <li>- Meet future housing, community and economic development needs while maintaining a high quality natural environment. (e.g., Housing and Conservation Planning program, LCHIP, Regional Environmental Planning Program, Current Use, Innovative Land Use Ordinances).</li> </ul>		X	X	X		X	X			1	P	S	S	NH DES, NHORP, NHHFA, RPCs, Municipalities

# Natural Resources Functions and Qualities Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
<p>Develop a state Natural Resource Conservation Plan that serves as a basis for natural-resource based planning and land use decisions and ensures that open space conservation efforts are targeted, coordinated, and strategic. The state plan should:</p> <ul style="list-style-type: none"> <li>- Build from the large number of existing regional and resource specific conservation plans;</li> <li>- Identify important resources at the local, regional, and state/eco-regional levels;</li> <li>- Include sufficient high-quality working agricultural and forests to maintain viable industries;</li> <li>- Incorporate wildlife/habitat connectivity</li> <li>- Trails connectivity for recreation; and</li> <li>- Responds to changing conditions due to climate change.</li> </ul>	X	X	X	X	X	X	X	X		1	P	S	S	NH DES, Fish & Game, NH DOT, NH DRED NH RPCs, Municipalities
<p>Pursue state-level actions and strategies identified in NH Forest Resource Strategies, DRED 2010, in support of a sustainable forest-based economy within New Hampshire by supporting markets, maintaining the state's Right to Harvest Law; and establishing a NH Native Lumber Certification (Review and adjusting state and local regulations, zoning, and funding resources to ensure they are forestry-friendly). Additionally, ensure sustainable forest management of public lands (state, regional, municipal) by:</p> <ul style="list-style-type: none"> <li>- Providing sufficient technical assistance and education;</li> <li>- Developing stewardship plans for state-owned lands and encouraging the same for other publicly-held lands; and</li> <li>- Including municipalities and counties as eligible entities for landowner incentive programs (e.g., NRCF, USFA, NH Fish and Game).</li> </ul>		X				X	X			1	P	NA	S	NH DRED Municipalities



# Natural Resources Functions and Qualities Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
<p>Develop a state-level strategic plan to preserve agricultural land and farming operations in New Hampshire that:</p> <ul style="list-style-type: none"> <li>-Recognizes the important contribution agriculture makes to the state's economy, healthy communities, and agricultural heritage.</li> <li>-Supports working agriculture's contributions of environmental services—sustaining our state's land, air, water and wildlife.</li> <li>-Recognizes the importance of agriculture as a keystone of New Hampshire's scenic working landscape, which attracts residents, tourists and business to our state.</li> <li>-Identifies opportunities for growing local food production and consumption, and reduces barriers to growth and adaptation of farm businesses.</li> <li>-Ensures the availability and productive capacity of agricultural lands for farming, now and for future generations.</li> <li>-Recommends adjustments to state and local regulations to ensure they are agriculture-friendly</li> </ul>		X				X	X			1	P	S	NA	NH DAMF NH DES RPCs
<p>Ensure that planning efforts fully evaluate the cumulative impacts of land use change on the continued viability of important natural resource-based functions (e.g., water filtering, groundwater recharge, flood control) by developing land use planning tools and regulations that evaluate these services and impacts and requiring all state planning efforts to evaluate natural resource-based services and consider cumulative impacts.</p> <p>Example strategy: Take state level action to restore and prevent/reduce new development within floodplain areas by extending current floodplain boundaries based on new information to account for changing climate conditions, e.g., sea level rise, and more intense storm events and work to restore floodplain areas to provide greater flood storage capacity.</p>	X	X	X	X	X	X	X	X	X	2	P	P	S	NH DES NH OEP RPCs Municipalities

# Natural Resources Functions and Qualities Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Increase education efforts to ensure that decision-makers understand the important services that natural resources provide, such as flood control, filtering water and providing recreational opportunities, to build support for using a natural resource-based approaches in local, regional, and state planning efforts; and encourage the use of site design practices that help to maintain these important natural resource functions.	X	X	X	X	X	X	X	X	X	2	P	P	P	NH DES NH OEP RPCs Municipalities
Develop dependable funding and loan sources for the installation, operation, maintenance, and upgrades necessary to keep New Hampshire's water infrastructure sound while: - Reducing the burden of large capital improvement expenses; and - Protecting environmental and public health.  Details: Water infrastructure includes public water systems, wastewater systems, dams and stormwater infrastructure; stormwater management infrastructure should be treated as part of the public infrastructure within developed areas, rather than having the full responsibility (and cost) fall on individual lot owners and developers.					X	X	X			2	P	S	S	NHDES
Review state and local regulations, zoning, and building codes to ensure new development and redevelopment employs the best low-impact design practices, including best stormwater management, energy efficiency, water conservation, and location choice, to minimize impacts on NH natural resources.		X	X	X		X	X		X	2	P	S	P	NHDES NH OEP RPCs Municipalities
Develop a long-term environmental data monitoring program that utilizes and incorporates information from as many reliable public and private sources as possible to: - Maximize data availability for planning and site design at all levels; - Monitor short and long-term conditions; and - Begin to monitor trends in ecosystem health and services.		X	X	X	X	X	X	X	X	3	P	S	S	NH DES NH OEP RPCs Municipalities

# Natural Resources Functions and Qualities Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Better planning and coordination efforts towards increasing recreational access and opportunities for a variety of users while maintain a high quality environment. These efforts should focus on public/private partnerships and cooperation.						X	X		X	3	P	S	S	NH DES NH OEP NH DRED RPCs Municipalities

# Climate Change and Energy Efficiency Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Work with municipalities and regional planning agencies to promote use of stretch code to minimize energy consumption in buildings.	X		X		X	X	X	X	X	1	P	S	S	NHOEP, NHPUC, RPCs, local service organizations (ex Southern NH Services), local businesses, municipal boards, ConComs, residents, community colleges
Encourage state agencies and the energy sector to promote and enhance weatherization programs and energy efficiency resources for residents and businesses.	X					X	X			1	NA	P	P	NHOEP, NHPUC, RPCs, local service organizations (ex Southern NH Services), local businesses, municipal boards, ConComs, residents, community colleges
Identify and distribute regionally-specific information on climate change and its impacts through state, regional and local entities.	X						X		X	1	S	S	P	local universities, municipal boards, RPCs, lake and river advisory committees, residents, DPW
Encourage municipalities and local planning boards to recognize the value of ecosystem services in mitigating climate change impacts and promote protection of these through local land use planning efforts.	X					X	X		X	1	P	S	P	RPC's , municipalities, ConComs, planning boards, town planners, local universities, NHF&G, USF&W
Promote and assist the adoption of increased school and municipal-fleet fuel economy in order to improve air quality, reduce fossil fuel consumption and reduce greenhouse gas emissions.				X	X		X	X		2	S	NA	P	Regional and local transportation planners, local energy committees, municipal boards, school boards, DPWs, school bus fleet operators, NH DES
Promote and assist the inclusion of alternative fuels and advanced technology vehicles in school and municipal fleets in order to improve air quality, reduce fossil fuel consumption and reduce greenhouse gas emissions.				X	X		X	X		2	S	NA	P	Regional and local transportation planners, local energy committees, municipal boards, school boards, DPWs, school bus fleet operators, NH DES

# Climate Change and Energy Efficiency Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement	Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	Local	Who could potentially champion this strategy?
Promote and assist the development of anti-idling zones and awareness campaigns within municipalities and by school systems in order to improve air quality, reduce fossil fuel consumption and reduce greenhouse gas emissions.				X	X		X	X		2	S	NA	P	NH DOT, RPC's, municipal planning boards & conservation commissions
Promote and assist the development of commuter-trip-reduction initiatives, including enhanced local-bike and pedestrian infrastructure, to reduce the number of vehicles-miles traveled.	X			X	X	X	X	X	X	2	P	S	P	NH DOT, RPC's, residents, Concom's
Work with state agencies and the private sector to fund and implement the "commute green" program	X			X	X	X	X	X		2	S	P	P	NH DOT, RPC's, municipalities, local transportation planners
Promote the adoption and assist in the implementation of the most current building energy codes by the State and by individual municipalities to increase the energy efficiency of new residential and commercial buildings being constructed.	X		X			X		X		2	S	S	S	NH Building Code Review Board, NH Building Code Collaborative, NHOEP, NH Homebuilders and Remodelers Association, Jordan Institute, RPC's, local code enforcement officers, municipal planning boards, NHDHR
Support and promote community and regional energy aggregation projects through regional planning agencies and local partners		X	X	X	X	X	X	X		2	P	NA	NA	RPC's, municipalities, PUC, NHOEP, energy suppliers
Promote local and community wide group net metering projects through state, regional and local entities.	X		X	X	X	X		X	X	2	S	S	P	PUC, renewable energy companies, ConComs, NH Dam Bureau, energy suppliers

# Climate Change and Energy Efficiency Strategies

Strategies	Relationship to Other Plan Components (X indicates strong connection)									Rank	Level Of Action			Potential Partners  Who could potentially champion this strategy?
	Land Use and Traditional Settlement Patterns	Water Infrastructure	Housing	Transportation	Natural Resources Functions and Qualities	Community Vitality and Economic Development	Climate Change Impacts	Energy Efficiency and Green Building	Equity and Engagement		Relative Rank of Impact and Feasibility	State (P=Primary, S=Secondary)	Regional	
Integrate climate change considerations into risk and hazard mitigation plans, as well as other local planning documents.	X				X		X			2	P	S	NA	RPC's, municipalities, local planners, NH Emergency Management, Northeast Energy Consortium, NHOEP
Work with State agencies and municipalities to identify the populations most vulnerable to the impacts of climate change and provide strategies to minimize or mitigate impacts.	X				X		X			2	S	S	P	NHOEP, RPC's, municipalities, municipal boards, DHHS, local service organizations, local public health departments, NeighborWorks, local universities
Work with State agencies to identify and discuss potential economic impacts of climate change on the regional and local level.	X	X	X	X	X	X	X	X		2	P	S	S	local universities, NHES, NHDRED, municipalities, DPW, NHDES, NH Parks and Rec.. Local business, NH Dept. of Ag., NHOEP
Promote and assist the incorporation of integrated energy efficiency planning that considers the interrelationship of transportation, land-use, and buildings in a community or regions energy needs and consumption.	X			X	X		X	X		3	P	S	S	NHDOT, RPC's, municipalities, local transportation planners
Encourage State agencies and municipalities to implement Complete Streets strategies in local transportation planning.			X			X	X	X		3	S	P	P	NH DOT, Complete Street Coalition, disability advocates, RPC's local transportation planners, NH Planners Association, HEAL, Neighbor works
Encourage state agencies and the private sector to provide trainings for code officials and code enforcement at the local level.			X		X		X			3	S	P	P	NH Building Code Review Board, NH Building Code Collaborative, NHOEP, NH Homebuilders and Remodelers Assoc., Jordan Institute, RPC's, local code enforcement officers, planning boards, NHDHR
Encourage communities to recognize the benefits of reusing buildings and infrastructure through local land use planning and redevelopment projects.		X	X	X	X		X			3	S	P	S	NHOEP, NHDHR, RPC's, municipalities, PUC, NH Homebuilders, Jordan Institute





Statewide Snapshot of the Granite State Future Project  
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