

A GRANITE STATE FUTURE

Program Work Plan

Program Abstract

Given that New Hampshire's population could fit within the boundaries of many of the nation's major cities we are presented with the unique opportunity to create a truly integrated approach to planning, not just in one city or region, but across the state as a whole. This regional comprehensive planning program is an innovative statewide project that coordinates previous long range planning efforts for transportation, land use, economic development, housing environment, energy, cultural and historic resources, public health, and environmental planning into a common framework, engages local communities to work together to develop a comprehensive plan for their region, and culminates with an overall vision for New Hampshire's future.

This endeavor will be led by the State's 9 Regional Planning Commissions (RPCs) and supported by a consortium of partners that includes state agencies, non-profit organizations, the University of New Hampshire (UNH), ActionMedia, counties, and municipalities. Together, the consortium will use an extensive, coordinated and consistent public involvement process specifically designed to engage a broad cross-section of each community including traditionally underrepresented populations, building each plan from the grass roots level. The Initiative will provide a planning structure, tools and support that increase our state's ability to: engage communities; integrate planning across sectors; identify, share and replicate successful projects; and, implement high quality, cohesive development practices. Together these practices will make it possible for large communities and small villages throughout the state to achieve economic vitality while safeguarding the natural resources, character and rural landscapes that we so deeply value.

The objectives of this project are to:

- Increase capacity within the State to create coordinated regional plans.
- Establish a consistent planning and policy framework.
- Build up from the grass roots level to coordinate local plans into an overall statewide strategy.
- Capitalize on and incorporate shared principles and policies included in our existing plans.
- Plan for public infrastructure investment in local comprehensive land use plans and direct capital investment toward appropriately scaled centers that fulfill regional needs.

Each of the nine regional plans will:

- Address the unique needs of local and regional communities.
- Develop a vision statement and set goals and priorities.
- Integrate planning for housing, transportation, water infrastructure, natural resources, economic development, cultural and historic resources, public health, climate change, and energy efficiency.
- Conduct scenario planning that informs future development patterns.
- Identify and prioritize place-based implementation projects.

Overall Project Scope

Phase 1 – Assess Existing Trends, Establish Policy Framework and Process Template: Design a planning process template to be used in each region; identify metrics and evaluation measures; complete an assessment of our current existing status on each of the NH Livability Principles; and create development policies based on the Livability Principles. Phase 1 will also include development of communications and community engagement tools and incorporation of goals to promote healthy communities into the planning framework.

Phase 2 – Conduct Regional Visioning and Develop Regional Plans: Conduct visioning and planning exercises in each of the nine regions. Each region will customize the common planning process to reflect the particular needs of the region and draft Regional Plans that: reflect the Development Policies; address the goals, objectives and recommended interventions of the HEAL action plan; identify implementation strategies particular to the region; prioritize projects; and, incorporate the use of common metrics.

Phase 3 –Consolidate Implementation Priorities, Develop Statewide Development Policy Framework: Formally approve each of the Regional Plans; combine the plans into a Statewide Development Policy; and establish the mechanisms needed to provide regions with on-going technical assistance (TA) including support in monitoring and using metrics to inform and guide their work.

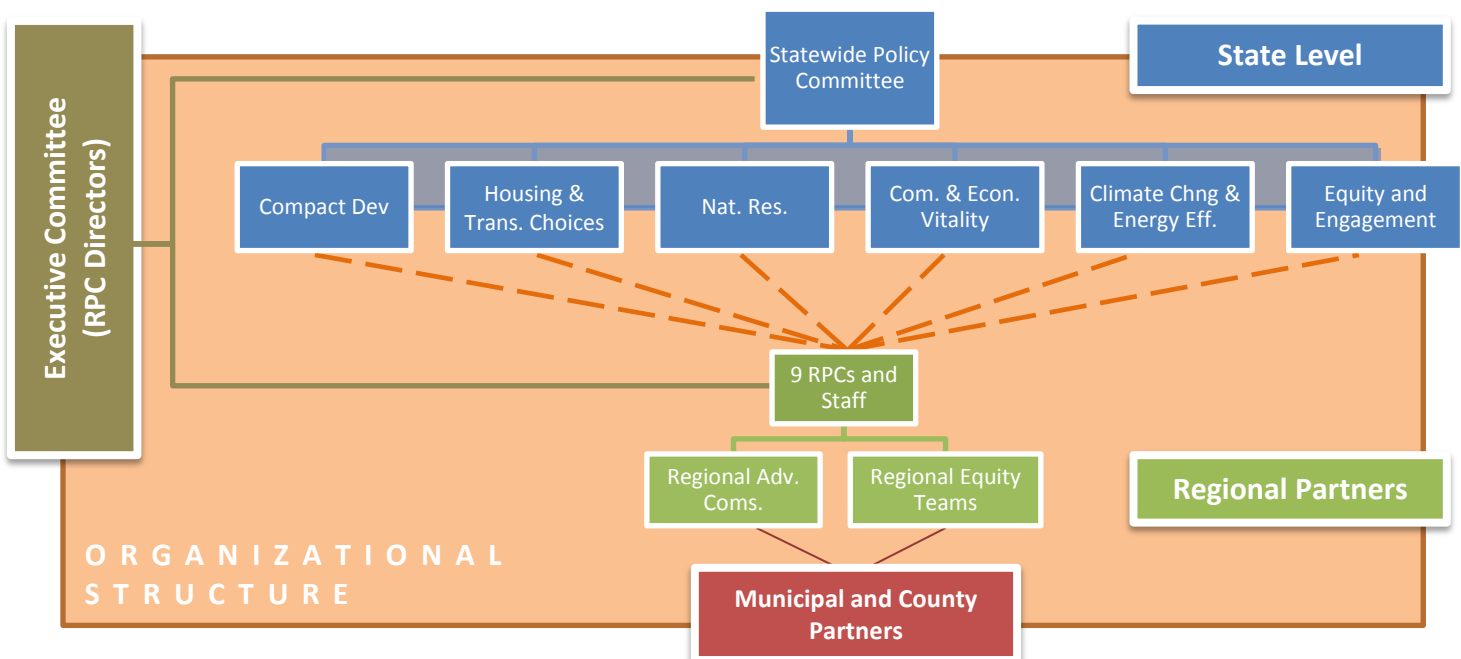
Roles and Responsibilities Overview

	Phase 1	Phase 2	Phase 3
Executive Committee	Allocate Resources, Monitor Progress, and Resolve Differences		
	Determine Data Collection & GIS Framework Establish Common Methodologies	Ensure Coordination and Efficiency throughout Align work of the 9 RPCs	
TLU Roundtable	Develop Policy & Plan Framework and Template Identify Long Term Metrics		
Statewide Policy Committee	Review & Finalize TLU's Policy & Plan Framework Coordinate Statewide Policy Priorities Synthesize & Finalize TASC Work Products Method to Prioritize Implementation Projects	Act as Advisors Measure Progress Coordinate & Synthesize of TASC work	Review Regional Plans for Consistency Consolidate the 9 Regional Plans into one State Sustainability Policy Framework Seek Endorsement of the Statewide Policy
Technical Advisory Sub-Committees	Identify Existing Statewide Resources Coordinate Regional Planning with Statewide Planning Initiatives and Assist in Statewide Outreach and Education Identify Potential Regional Partners Identify Potential Long, Mid & Short Term Metrics Identify Potential Policies & Priorities	Provide Technical Expertise to RPCs	
Regional Planning Commissions	Develop Communications Framework Existing Conditions and Trends Assessment Research Methodologies and Issues Develop Regional Advisory Committees Develop Regional Equity Teams	Customize Outreach & Plan Frameworks Existing Trends Analysis Visioning Sessions Goals and Policy Development Develop Regional Plans Prioritize Implementation Projects Conduct Implementation Pilots	Adopt Regional Plans Provide Ongoing TA Seek Implementation at Local Level
Regional Advisory Committees	Review Local Information	Track Progress Conduct and Facilitate the Regional Outreach Process Participate in the Planning Process	Recommend Plan Adoption
Regional Equity Teams	Ensure Voices of Underserved, Underrepresented, and Marginalized Populations are Reflected in the Regional Plans Aid in Outreach and Education at the Local and Regional Level		

Activity 1: Statewide Program Administration & Coordination February 2012 – January 2015

Each of the nine regional planning commissions will work within a statewide and coordinated framework, to develop independent Regional Plans. Guiding the NH SCI is a Consortium of partners which can be organized into two categories – statewide and local/regional partners. The statewide partners, acting through the Statewide Policy Committee and the Technical Advisory Subcommittees, will guide the overall policy framework development and coordinate work amongst the nine 9 RPCs to ensure a common framework and set of metrics amongst plans. At the local/regional level County governments and municipalities will be actively engaged in the local and regional planning process, guiding plan development through the Regional Advisory Committee and Regional Equity Teams (described under Phase 2 below).

Formal Structure of the Consortium



Tasks

- A. Cooperative Agreement with HUD (January 2012)
- B. Memorandums of Understanding and Contracts for Partners (February – May 2012)
HUD permits 120 days for all memorandums of understanding (MOU) and contracts to be completed and signed by partners. Each RPC will have a contract with Nashua Regional Planning Commission, as will each of the partners receiving grant funds. Partners not receiving grant funds will only be obligated to sign a MOU. Contracts will be processed first in order corresponding to the associated scope of work so that all partners can ideally begin billing as soon as possible after February 1st, 2012. NRPC will process all contracts and MOUs with statewide partners. All RPCs will obtain MOUs from the local and regional partners, particularly municipalities and counties.
- C. Complete HUD Logic Model and Work Plan (February – March 2012)

NRPC staff will complete the HUD Logic Model along with the Work Plan required by HUD within 60 days of the Cooperative Agreement effective date.

- D. Ongoing Program Monitoring and Reporting (February 2012 – January 2015)
Program monitoring will be conducted by the Program Manager housed at NRPC. All RPCs will contribute the necessary information and data required to complete the HUD reporting requirements and documentation of progress.
- E. Executive Committee (February 2012 – January 2015)
The Executive Committee (EC), comprised of the nine RPC Executive Directors, will serve as the overall decision-making body for the Consortium to allocate resources, set goals, guide program alignment between regions, monitor progress, establish common methodologies, ensure overall coordination and efficiencies, and resolve differences. This committee will meet monthly to monitor progress of the program provide overall direction. The EC is the primary link between the statewide and regional partners and processes.
- F. Statewide Policy Committee (February 2012 – January 2015)
The Policy Committee (PC) is comprised of statewide partners and 2-3 RPC directors and will incorporate the work of the TLU Roundtable and recommend a consistent statewide policy framework to the Executive Committee. The Policy Committee will also review the findings and finished products of each of the nine Regional Plans (RPs) and assess their consistency with each other and the Livability Principles. They will ensure consistency between the Technical Advisory Subcommittees and the Regional Advisory Committees. Policy Committee members have agreed to meet quarterly and represent state wide policy and equity planning interests. Additionally, the PC will work together to identify potential statewide strategies for reducing and/or eliminating barriers identified by the Regional Advisory Committees. These strategies will then also be incorporated into the final Statewide Development Policy Framework.
- G. Technical Advisory Subcommittees (February 2012 – January 2015)
The Technical Advisory Subcommittees (TASCs) will be created based on the NH Livability Principles developed by the TLU Roundtable plus equity and outreach. Each subcommittee will be chaired by a member of the Policy Committee or designee from the same organization. The subcommittees, comprised of subject matter experts, will provide technical assistance and statewide coordination of the planning process, over the three-year project timeline. Periodically the TASCs will hold joint meetings to identify additional opportunities for integration between planning components. Conversely, when necessary to delve deeper into specific facets, subgroups of members will convene to delve deeper into a topic of particular expertise. Duties include conducting statewide studies that can bring efficiency to the nine RPCs, advising the Policy Committee and researching methodologies and issues. The charge of the Equity and Engagement Technical Advisory Subcommittee is to identify underserved and marginalized populations within the regions and empower them to work with the RPCs and serve on the Regional Equity Teams. Additionally, periodically members of the Equity and Engagement will attend meetings of the other Technical Advisory Subcommittees to ensure equity throughout the planning process.
- H. Regional Advisory Committees (February 2012 – January 2015)
See the description of the Regional Advisory Committees and Regional Equity Teams on page 8.

Activity 2: Communication and Engagement Process February 2012 – January 2015

Tasks

A. Statewide Communications Development (February 2012 – March 2013)

The development of communications themes, the communication strategy, tools and outreach framework will be developed by ActionMedia (AM) as follows:

1. Leadership Communications Workshop (February – March 2012)

In a day-long meeting with representative members of the EC, PC, Equity and Engagement TASC, and Regional Planning Commissions, ActionMedia will provide training on the communication framing on the issues based in national research and direct experience in New Hampshire, and lead a discussion of the application of this approach to the specific objectives of the project. The group will develop a frame or foundational story for this project, specific messages based in that frame, and will begin outlining communication strategy specifying actions to be taken as a result of communications, target audiences and messages required for those specific audiences.

2. Interim Report and Recommendations (March 2012)

Based on that workshop, AM will provide a written summary of the discussion, with recommendations for key near-term audiences and messengers.

3. Webinar Presentations and Final Communications Strategy Report (April – May 2012)

ActionMedia will conduct on-line presentations of the Interim Report, and group discussion of the Interim Report with members of key committees, allied organizations, and staff of all nine RPC's. Webinars will be conducted three times, clustering the RPC's in groups of three, to allow for detailed group discussion of specific local considerations in each region, and how these might add to or amend the recommendations. Following these webinars AM will provide a revised Final Communications Strategy Report with modifications and/or addenda as appropriate.

4. Communications Development (June – September 2012)

Working with the EC, PC, and RPC's, AM will help identify key media to be used, based on strategy developed above. These media will include websites, publications, news releases, direct mail online, and audio and video pieces. AM will develop content for these media and manage their production, in close consultation with identified members of project leadership.

5. Grass-roots implementation (September – November 2012)

As these materials are produced, AM will conduct trainings in each of the nine regions, with citizen activists, on the use of these materials for mobilizing identified populations to participate directly and on an on-going basis in regional planning. This is a key training, because it will provide citizen messengers with an opportunity to practice their communication skills, and will establish a basis for direct consultation as they proceed to do this work.

6. Direct consultation (February 2012 – March 2013)

ActionMedia will be available to all participants, both those employed by partner organizations and RPC's, and grassroots citizen activists, for telephone and email consultations. These consultations may include direct coaching, discussion of new opportunities or challenges as they arise, and review and recommended edits of any draft materials. This service will be available throughout the work described above, and for four months following the last grass-roots training.

B. Statewide Engagement Process (June 2012 – January 2015)

The Carsey Institute will serve as the convener of the Equity and Engagement Technical Advisory Subcommittee and will lead the Outreach and Education component. Carsey Institute will work closely with UNH Cooperative Extension to create a series of local and regional public dialogues that will give a total of 400-500 participants an opportunity to express their views on issues related to community, growth strategies and opportunities to build community centers/growth nodes, long-range planning, and use the new messages and dialogue created through the Action Media training to ensure RPC messages and communications resonate with all members of the public. Specifically, the Carsey Institute and NH Listens will partner with UNH Cooperative Extension to develop and lead a three-tiered Community Engagement Framework to be implemented in chronological order as follows:

1. Communities of Interest (COI) (June 2012 – April 2014)

In each region, the RPC along with the Equity Team will identify and engage specific interest groups made up of underserved populations. This will include but not be limited to the NH Minority Health Coalition, the Latin American Center (Manchester), NH ABLE (a self-advocacy group for people with disabilities), the Interfaith Refugee Resettlement Program (Concord) and International Institute of NH (Manchester), NH Legal Assistance (representing welfare rights organizations), resident-owned communities (ROC's), NH's six community action programs, youth advocacy organizations across the state, and senior citizen centers. RPCs will conduct up to three dialogue events in each of the nine regions with representatives from these constituencies (for a total of 20-25 COI focus groups). Because of their historical marginalization from civic initiatives, RPCs will work in neighborhoods and settings that are familiar and design dialogue processes that allow for the safe, confidential expression of views. Our focus in these dialogues will be on how natural and built environments affect the social, economic, cultural, and political lives of these populations.

2. Communities of Place (COP) (June 2012 – April 2014)

The Executive Committee will identify 12 communities across NH, representing geographic and demographic diversity, where public conversations will be conducted on the question, *"How can the places we live, work, and learn accommodate our needs long-term in a meaningful way for ALL our residents?"* Grounded in the NH Livability Principles and guided by NH Listens' core commitments to inclusive, civil, and safe dialogue, these community-based, facilitated dialogues will draw on the results of the Community of Interest focus groups, create expanded opportunities for wider participation from both the "usual suspects" and underserved, underrepresented populations, and emphasize the particular nature of the place in which the conversations are occurring. The Regional Advisory Committees will

support the participation of members of the COI focus groups (above) through provision of transportation, child care, and other services necessary to offset financial and personal costs.

3. Regional Forums (RF) (June 2012 – April 2014)

The third stage of the Community Engagement Framework will entail four regional public forums that will encompass groups of two or three regional planning regions. Participants in the Regional Forums will be drawn from the COI and COP dialogues, and will also be open to other residents in these areas. The purposes of the RF's will be to a) aggregate the recommendations that emerge from the COI and COP dialogues, b) modify and expand those recommendations to reflect regional interests, and c) recruit members of Regional Equity Teams for each of the nine RPC's. The Regional Equity Teams will include members of underserved, underrepresented populations, as well as other members of the public and professional planning community. Each Team will develop priorities and principles relevant to the particular region they represent and continue to meet over the course of this project to assure the core recommendations and principles generated by the Community Engagement Framework are preserved.

C. Regional and Local Engagement Process (June 2012 – January 2015)

In addition, the nine Regional Planning Commissions, in conjunction with the Carsey Institute's NH Listens engagement efforts, utilizing the training and tools created by ActionMedia, will conduct following additional outreach and engagement efforts, as needed, to ensure a broad cross section of participation:

1. Neighborhood Conversations recognize that many people are uncomfortable participating in public meetings and establish a mechanism to engage those individuals at the more casual neighborhood locations (i.e. local diners and coffee shops, PTA group meetings, local transfer stations, etc.);
2. Regional Workshops: To build successful participatory workshops, aimed at maximizing community participation and engaging a diverse audience, the Regional Advisory Committees will work in collaboration with NH Listens to develop a series of workshops to be held at various locations around each region to encourage meaningful dialogue between community members and planners; and
3. Regional Equity Team Events: With the help of the Equity and Engagement Technical Advisory Subcommittee, each RPC will engage underserved and traditionally marginalized populations to serve on a Regional Equity Team, part of the overall Regional Advisory Committee. Each will work on specific equity planning issues through workshops and charrettes held at locations selected to maximize participation of underserved populations such as local manufactured housing park meetings, centers for non-English speaking residents, and senior centers, just to name a few. Regional Equity Teams will identify targeted audiences so to best match the variations in population diversity across the state.

Activity 3: [Phase 1] Statewide Existing Trends, Policy Framework & Process Template February 2012 – April 2013

Tasks

A. Conclusion of the Transportation and Land Use Roundtable (February – April 2012)

The Regional Planning Commissions have been participating with the Transportation and Land Use Roundtable that has begun the process of developing a Regional Planning Process Policy Framework and Template for regional plans. This framework will be used by the Consortium begin the process of developing regional plans and a coordinated statewide planning policy. Additionally, the roundtable will be developing a list of long-term implementation effects metrics that correlates with the Regional Planning Process Policy Framework and Template.

B. Statewide Kick-off Summit Project (May 2012)

The program manager will convene all consortium members to introduce the planning process; present the Regional Planning Process Policy Framework and Template; review the NH Livability Principles; introduce committee and subcommittee members to one another; and begin the process of working amongst consortium partners to integrate planning efforts and inform the Regional Plan.

C. Select Metrics and Evaluation Measurements (February – July 2012)

The Executive Committee will work closely with HUD, the Transportation Land Use Roundtable and Statewide Policy Committee to identify the outcomes and indicators we will use to monitor our progress over time. Metrics will directly correlate to the planned OUTCOMES and are organized as:

1. Baseline Data (HUD Logic Model)
2. Short Term 1-3 Years: Planning Process Measures
3. Mid Term 3-5 Years: Benchmark Performance
4. Long Term 5-20 years: Implementation Effect (TLU Roundtable)

The outcome indicators will be tracked throughout the state and will be outlined in the Regional Planning Framework. Sources of existing measures to be considered for the above sets of metrics include:

1. Indicators to measure the eight outcomes identified by HUD (NOFA Section V.A.5.a);
2. Indicators selected from those listed in the NOFA, Rating Factor 2 list;
3. Metrics included within the HUD Logic Model; and
4. Existing indicators and other data that the Executive Committee and Policy Committee recommend based on research experience and knowledge of related literature.

D. Establish Coordinated Statewide Policies (April – October 2012)

Using the NH Livability Principles the Policy Committee will work with the Project Manager to define a set of Policies that will guide the planning process amongst all nine regional planning commissions in a coordinated fashion. This will acknowledge that while each region is aptly utilizing a regional planning approach, there are interrelationships between each regional planning commission in the state given their proximity and natural connections be it transportation corridors or natural features that transcend regional boundaries. Additionally, the unified set of policies will be presented to the Governor's office, by the Executive Committee for consideration by the State Government.

E. Establish Methodology to Prioritize Regional Projects (May – October 2012)

F. Existing Conditions and Trends Assessment (May – October 2012)

The Technical Advisory Subcommittees (TASCs), made up of NH's experts on transportation, housing, water, economic development, natural resources and other infrastructure, will use the NH Livability Principles as a framework for discussing and compiling the conditions and trends identified in existing statewide plans such as the Long Range Transportation Plan, Water Primer, NH Climate Action Plan, Consolidated Plan for Housing and Wildlife Action plans. Additionally, the assessments will include a review of all data included within the grant application's statement of need along with other data that has already been collected by our partners.

G. Develop Metrics, Data Collection and GIS Framework for Regional Planning (May 2012–Jan. 2015)

The RPCs and other partners in the Consortium will collect indicator data. That indicator data will be compiled annually and coordinated with the State's Progress Scorecard being developed by the NH Energy & Climate Collaborative. The Collaborative has dedicated staff that will work with the RPCs to ensure the communities indicators are incorporated into the Scorecard so that there is one tracking and scoring tool and report for the State to document implementation of both the Climate Action Plan and community planning efforts, over time.

UNH Complex Systems and the Executive Committee will coordinate the data collection efforts. Some data will be gathered from existing reports and data sets within the NH GRANIT System at UNH, our State's GIS Clearinghouse and within our partner's databases. Some regionally specific data will be collected by the RPCs, as necessary. NH GRANIT will serve as the Consortium's data advisor, sharing core data from the state archives available to the SCI and ensure that we establish and implement appropriate standards as we compile the SCI database.

H. Coordinate Statewide Opportunities to Promote Equity in Planning (February 2012 – January 2015)

The NH Department of Health and Human Services (DHHS), along with its partner the Family Assistance Advisory Council, will advise the Policy Committee and the Regional Advisory Committees based upon their expertise in facilitating development of regionally based health and social service delivery systems including coordinated transportation networks and supporting housing development. DHHS will also look to assist in transforming other services such as childcare sustainability, which is vital to economic opportunities for the State's lowest-income populations. DHHS will work with the RPCs to ensure the needs of all citizens, including underserved and marginalized populations, are carefully considered in the development of NH's community infrastructure.

Healthy Eating Active Living (HEAL) will play an active role to address health disparities across the state through the lens of promoting economic and social opportunity. HEAL will serve on the Statewide Policy Committee, a TA Subcommittee, and as an advisor to the RPC's and their RACs, to identify strategies and resources to improve public health outcomes, provide access to HEAL's coalitions for input on the regional planning process, leverage Foundation for Healthy Communities outreach to low-income persons, residents of public housing, minorities, limited English and on-English speaking persons and persons with disabilities. In addition to providing connections and assistance with outreach to underserved and marginalized populations, HEAL will work with the SCI

consortium to coordinate and align the State Plan to Address Health Disparities and Promote Health Equity in New Hampshire. Particularly, alignment between the two efforts should occur within HEAL's efforts to implement the Economic Stability objectives. Points of alignment with their Economic Stability objectives within the State Plan to Address Health Disparities and Promote Health Equity in New Hampshire:

- Assist minority residents in securing housing in safe and accessible neighborhoods.
- Encourage employers to promote resources, recruitment and opportunities for training and retention of racial and ethnic minorities, including staff and leadership positions.
- Expand transportation options and improve use of existing options to connect individuals to transportation needed for health visits, including chronic care treatment.

Activity 4: [Phase 2] Regional Visioning and Planning February 2012 – July 2014

Tasks

- A. Engage Local Partners to Form Regional Advisory Committees (February – June 2012)
Each RPC will establish a Regional Advisory Committee that meets their region's unique needs. Duties will include: conduct and facilitate the Regional Plans and outreach processes, review local information, recommend adoption of the plans to the RPC Commissions (Boards), prioritize implementation, participate in consensus plan process, and track progress. The Regional Advisory Committees will identify any additional common barriers and strategies and bring these to the Policy Committee.
- B. Engage Local Partners to Form Regional Equity Teams (February – June 2012)
Regional Advisory Committees will establish a Regional Equity Team that is comprised of representatives of underserved and marginalized populations in their region that will ensure the voices of these populations are reflected in the Regional Plans. The Regional Equity Team's input in the nine regional plans is a critical component of the planning process and ensuring a broad spectrum of local participation and inclusion during the planning process.
- C. Establish Regional Strategy for Outreach (June 2012 – January 2015)
Each of the regional planning commissions will utilize the various communications and outreach products and processes described above to develop individualized strategies for outreach. The regional advisory committees and regional equity teams will advise on the best manner to achieve the greatest results in terms of engaging the largest number of participant and ensuring a diversity of participation. Regional outreach will be coordinated with other ongoing efforts such as Healthy Eating Active Living's work with its local coalitions that are currently growing across the state.
- D. Establish Regional Strategy for Ensuring Equity in the Planning Process (June 2012 – January 2015)
While New Hampshire's overall population is relatively homogenous, there are regional disparities and opportunities to promote more inclusive communities and enhance economic opportunities. The ultimate solutions will vary between each of the nine regions dependent on the specific demographic and economic characteristics. For example, the State's minority populations are clustered within southeastern communities and the northern most tier of the state faces the

greatest economic challenges. Each RPC will be charged with ensuring a regionally appropriate strategy to ensure equity throughout the planning process.

E. Review of Regional Conditions, Existing Plans and Trends (August 2012 – April 2013)

Each region will begin with statewide assessment and framework prepared in Phase 1 and distills them into a regional context to create a customized assessment of existing conditions and set a baseline for visioning and planning efforts. Consortium Partners with expertise in each subject area will assist the regions by providing technical assistance and support. The review of regional conditions, existing plans and trends will be completed to refine the Regional Planning Framework into a specific visioning process that guides implementation strategies and help to prioritize projects within each region. The data collected, which will include items such as Vehicle Miles Traveled, land preserved, transportation choices, proximity to affordable housing, and State multi-modal transportation investments, will be included in our State's Scorecard managed by the NH Energy & Climate Collaborative.

F. Planning Process Template Customized for Each Region (August 2012 – April 2013)

G. Regional Visioning Sessions (September 2012 – October 2013)

The RPCs will follow a consistent process to engage their constituents and conduct a regional visioning process. The end product will be a vision statement that describes the region's overall vision for Development for the next 20 years. The Regional visioning and planning sessions will include local partners such as housing coalitions, transit providers, the local arts community, Chambers of Commerce, etc. in addition to the numerous municipal and county partners.

H. Develop Regional Comprehensive Needs Assessment (November 2012 – October 2013)

The region's current status, strengths and needs will be assessed relative to the HUD and NH Livability Principles. Baseline assessments of social, economic, transportation, land use, demographics, climate change, housing, neighborhood walkability and safety and health-related conditions and characteristics of the regions will be completed in each of the nine regions. Input data will be collected by RPC's at the regional level using defined data standards developed by the Executive Committee in collaboration with the TA Subcommittees and the data advisor for UNH Complex Systems. Sources for this data include U.S, Census, the UNH GRANIT statewide GIS clearinghouse, state agencies and regional and local datasets.

Due to the extended geography of the submitted region (State of NH) all data outcomes will be aggregate data to the Census Block at the smallest geography. Some data, produced from land use/land cover modeling, may represent differing areas than Census Blocks, but will not be at household or parcel levels. Some smaller geographies will be used as inputs in the analysis, including conservation lands, employment centers, major attractions, road segments, some parcels and building points. Some scenario outcome data will be collected only at the regional, county and state levels. Data sets and spatial data layers will be uploaded to each RPCs website and integrated with both NH GRANIT system and OEP.

I. Develop Regional Goals and Priorities (November 2012 – October 2013)

Following the visioning process and needs assessment the RPCs will use those products throughout the course of a public process to develop goals and policies that address the intersection of the state's various regional plan components established in RSA 36:47 and the NH Livability Principles.

J. Develop Plan Components (January 2013 – April 2014)

The NH Regional Planning Program will result in A Statewide Development Policy Framework that articulates statewide priorities for achieving each of the six Livability Principles and Nine Regional Plans, one for each of the state's planning regions that will aggregate local and regional issues including those voices generally marginalized, set the framework for implementation, and provide a roadmap to implementation. Each of the 9 RPCs will be responsible for carrying out the following plan development components for their region with advice and guidance from the Policy Committee and the TASCs and coordinated by the Executive Committee.

1. Vision Statement that describes the overall vision for development over the next 20 years. The RPCs will follow a consistent process to engage their constituents and conduct a regional visioning process and a Comprehensive Needs Assessment of the region's current status. Strengths and needs will be assessed within each of the areas described in the Six Livability Principles. The Needs Assessment will set the stage for the Goals and Priorities for the region within each of the six Livability Principles will be developed and further refined.
2. A Housing Plan that examines a range of existing and projected housing need by type and tenure that is available to all ranges of family income. NHHFA will work with the RPCs to coordinate the regional Housing Needs Assessments (HNA) with the State HNA align the principles and objectives of the State Consolidated Plan with the HNA of each region to create the RPSD's housing plan component. NHHFA has committed funding to conduct a Housing Preferences and Needs Study for incorporation into the regional plans that will combine a quantitative analysis of current demographics, housing utilization and needs with a qualitative analysis of New Hampshire households' current housing conditions and future housing plans and preferences.
3. A Regional Fair Housing and Equity Assessment that addresses the ability of residents to take advantage of housing opportunities throughout the area without discrimination. Local land use regulatory controls, one obstacle to fair housing choice identified within the 2010 Analysis of Impediments to Fair Housing Choice in NH, will be addressed by each of the RPCs in their RPSDs. NH Housing will guide the RPCs in analyzing regional analyses of fair housing impediments and to understand the various mechanisms they may employ to reduce local regulatory barriers to affordable housing and ensure integration and consistency with the State Analysis of Impediments to Fair Housing Choice (AI). If the RPCs find there is support for and buy-in from New Hampshire's entitlement communities, as well as the financial resources, the RPCs will consider going beyond the Fair Housing Equity Assessment to create a unified set of Regional Assessments of Impediments to Fair Housing.
4. Regional Transportation Planning that examines regional networks, expansion of choices and places an emphasis on enhancing public transit, biking, and walking. Transportation is a key component to achieving equity within our communities given NH's relatively high cost of transportation. Plans will propose implementation strategies to reduce economic barriers and

impacts to natural resources, enhance public health opportunities, improved air quality and opportunities for creating location efficient housing, and reduce energy consumption and greenhouse gas emissions.

5. Water Infrastructure Planning to insure that investments in drinking water, wastewater and stormwater systems support the sustainability of the community and are aligned with municipal and regional land use goals and policies.
6. Environmental Planning that evaluates land use decisions and develops strategies to sound environmental planning and evaluates opportunities to enhance natural resource connectivity for both ecological purposes and human health benefits. A well-connected system of trails, parks and open space provide low to no cost fitness and healthy recreation opportunities for citizens. Additionally, maintaining large unfragmented open space and conservation networks further support our state's natural heritage and economy that depends upon the state's pristine environmental resources.
7. Economic Development Planning that investigates and proposes strategies that will enhance community vitality and job growth. This includes the intersection of economic development opportunities, employment, cultural events, education, public health and social equity. Economic stability is integrally linked to early childhood development programs, inclusion of minority residents in education and training opportunities, access to safe and fair housing, transportation opportunities to get to work and seek medical care when needed. The Consortium has partnered with HEAL and DHHS, both implementing entities for the 2010 State Plan to Address Health Disparities and Promote Health Equity in NH, which focuses on achieving economic stability and health equity. The regional economic development plan components will be founded upon an economic analysis that considers the region's comparative economic advantages, emerging opportunities, and incorporate much of the scenario planning work described below.
8. Comprehensive Climate Change Impacts Assessments that evaluate a range of likely climate change impacts and are used as a basis for defining adaptation actions and strategies. UNH's Carbon Solutions New England will prepare Comprehensive Climate Change Impact Assessments for each of the regional planning commissions. They will begin with the Northeast Climate Impacts Assessment (NECIA) that provides a detailed analysis of the impacts of future climate change and variability over the 21st century. UNH will combine the results from NECIA, with NH-specific climate impact assessments that are currently underway. These, in turn, will serve as the basis for completing regional climate impact assessments.
9. Energy Efficiency and Green Building Planning will build upon the Regional Planning Commissions existing partnership with OEP and CLF Ventures to support local planning for energy efficiency through the Energy Technical Assistance and Planning (ETAP) program. The RPCs will utilize data collected through ETAP to establish a baseline and inform a regional strategy for energy efficiency and green buildings. NHCDFA will coordinate its findings through its US Department of Energy funded Better Buildings program and best practices, lessons learned, and associated economic development data related to clean energy jobs and energy savings. Outcomes: Baseline data on municipal energy use and building assessments.

10. Scenario Planning will be used to assess the outcomes and performance goals of various land use, economic development and infrastructure investment scenarios and will form a key component of stakeholder involvement. The planning commissions will utilize data collected through the planning process, regional buildout and economic modeling scenarios, as well as data provided by NH CDFA's Better Building Program to project a variety of regional development outcomes, including the potential impacts of new development and job creation and suggest policies, actions and strategies to respond to them. Municipal policies, land use ordinances, and current growth trends, will be used as a framework to develop scenario planning approaches that are stakeholder driven and integrated into the community engagement process. Scenario planning will develop a shared vision for the future by analyzing various forces (e.g., health, transportation, economic, environmental, land use, etc.) that affect growth or, as is the case in northern NH, outmigration.

The parameters of the scenario planning process will be coordinated through the Executive Committee so that there is consistency between the nine RPCs, however, each region will conduct its own scenario planning exercises. Region specific scenarios will be developed based on the unique needs, land use and economic development characteristics and stakeholder interest. The scenario planning exercises will be used as a decision support tool to provide valuable information about growth trends, trade-offs and consequences.

Depending on each region's specific growth expectations, land use patterns, and economic trends, the nine regions will utilize at least one of the following tools for Scenario Planning:

- New Hampshire Economic and Labor Market Information Bureau's REMI econometric model that is able to simulate the impact to regional economies (county level) of changes in sector employment, transportation infrastructure and development (a minimum of one such exercise will be completed for each region);
- Leveraging existing GIS systems in each region, regional and State' GIS data sets, and analysis software (CommunityViz Scenario 360 Scenario 3D) to prepare spatial quantitative analyses of land use and development scenarios;
- Existing and updated travel demand models to evaluate land use and transportation policy scenarios and VMT impacts; and/or
- Fairpoint's Connect NNE Economic Scenario Model tool which provides information on existing economic conditions and estimates potential impact from new development and job creation scenarios.

Based in part on scenario outcomes, each region will determine the specific economic development, infrastructure investment and land use policy changes that should be incorporated into its regional plan to ensure a sustainable future.

11. An Implementation Plan that details who will champion the priorities, how they will be accomplished, potential funding sources and timeframes for completion. This will include a section on Metrics and the process to monitor progress and make any necessary course adjustments.

- K. Regional Implementation Strategies and Prioritization of Projects Complete (February – April 2014)
Each of the regional plans will establish an implementation plan that will spell out who will champion the priorities, how they will be accomplished, potential funding sources and the timeframe for completion.
- L. Conduct Implementation Pilots (August 2013 – July 2014)
SNHPC, following completion of its Regional Development Plan, will conduct two plan implementation pilots as demonstration projects for all 9 regional planning commissions' ultimate implementation process. The two pilots include:
1. Advance Regional Transportation Planning
SNHPC will implement a program for the development of complete streets in the communities of the Southern New Hampshire region. The 2011 Livable Walkable Toolkit that is currently being developed will include Policy Recommendations for implementing the principles of complete streets. This toolkit will be used to assist one to two communities in the Southern New Hampshire Region in creating ordinances, policies and education. These communities will be used as a model for the rest of the State to serve as a guide and reference to other communities in the use of the toolkit and the implementation of complete streets.
 2. Support energy efficiency and green building plans
The communities in the SNHPC region are currently participating in the Energy Efficiency Technical Assistance (ETAP) Program from NH OEP. Energy use is being tracked with an inventory tool developed by Peregrine Energy Group (PEG). The data that is being collected and tracked through this program can be used to map municipal energy use in the region. These maps can then be used to identify short, medium and long-term energy reduction targets and appropriate strategies for achieving these targets. The maps can also be used by the communities in the region to see how they compare to other communities and to make their own energy reduction goals in their energy master plans.

Activity 5: [Phase 3] Statewide Implementation and Policy Framework March 2014 – January 2015

Tasks

- A. Complete Reviews of all Regional Plans Within Overall Framework (March – July 2014)
The Statewide Policy Committee will ensure that the Regional Plans and the Statewide Development Policy Framework are aligned with one another and with existing state plans.
- B. All Nine Regional Plans Endorsed by RPC Commissions (May – October 2014)
Once all nine Regional Plans are complete and have been reviewed by the Policy Committee, each RPC will seek formal adoption of the plan by its Commissioners. Copies of the regional plans will be made available to each town office and public library within the state and to participants of the public process.

- C. Consolidate Regional Plans into a Single Statewide Policy Framework (May – Oct. 2014)
The Program Manager with guidance from the EC and Policy Committee will develop a Statewide Development Policy Framework that articulates statewide priorities for achieving each of the six Livability Principles and nine Regional Plans.
- D. Seek Endorsement of the Statewide Policy Framework (December 2014 – January 2015)
The EC will seek endorsement of the plan by the NH Council on Resources and Development, predominantly comprised of NH SCI state agency partners, which will help to ensure that state agencies institutionalize the plan and that sources of funding align with the plan. The plan will be presented to the Governor and OEP for State Government endorsement and inclusion within the State Development Plan.
- E. Regional Implementation Support and Technical Assistance for Communities (Nov. '14 – Jan. '15)
Each plan will have an implementation section that identifies the steps the region will take to advance its priorities, target completion dates for each project, a champion for each project, and an outline of the funding sources available to support each project. The fact that local, regional and state plans will all be aligned with one another means that capital investments will also be aligned. Once the regional plans are in place, the RPCs will begin the process of implementation at the local level. The Policy Committee will then monitor regional and state progress as they implement their plans. Additionally, NHHFA's 2011 HUD Community Challenge Grant funded NH Community Planning Grant Program will link municipalities with the financial and technical resources to implement the Regional Plans into the local regulatory framework.