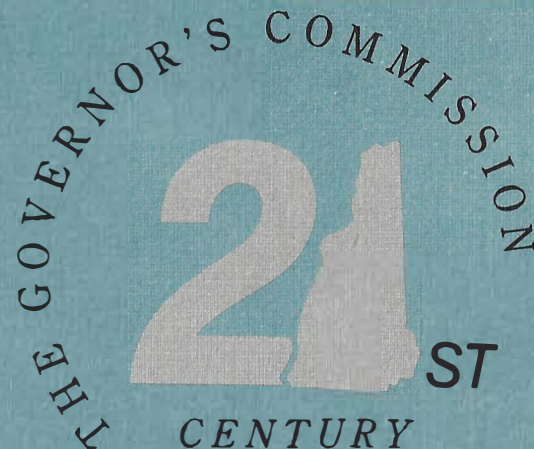


# New Hampshire: My Responsibility

## FINAL REPORT



Governor's Commission  
on New Hampshire in  
the 21st Century

January 1991



## SPECIAL THANKS

Among the hundreds of people and organizations who contributed to this project, the commission wishes particularly to thank Governor Judd Gregg for his steady support, the New Hampshire Charitable Fund for a generous commitment of resources, and writer Richard Moore for finding the words to express what we have accomplished.



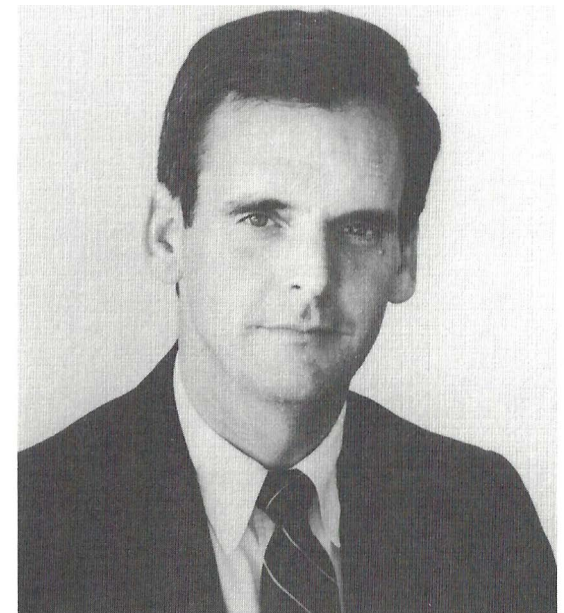
# NEW HAMPSHIRE: MY RESPONSIBILITY

When Governor Judd Gregg called for a Commission on New Hampshire in the 21st Century, he issued this charge:

When we look around us, what do we see, what do we experience as part of life in New Hampshire? What is good, what is bad, and what can we do about it? What makes New Hampshire special and unique? What gives our people a sense of place? How have our citizens through their attitudes and approaches to problem solving and response to community needs shaped our institutions, government, and infrastructure? Will our small-town rural heritage and small-scale city life still be available in the future? Will our natural environment be able to provide for our recreation and products for manufacturing? These are among the types of questions that the commission needs to ask itself and the people of New Hampshire.

With all of this in mind, I would like the commission to undertake two goals. *First, identify those characteristics which would make New Hampshire a unique and special place. Second, develop approaches and initiatives that will help assure the protection and promotion of those characteristics.* Included in these initiatives may be legislative ideas, but hopefully the majority of the approaches will be more original and imaginative than the typical "let's write a law" response. The commission charge is to bring to bear creative thinking about New Hampshire's future.

The vision and recommendations of the commission should be tested early and often before a broad array of our state's citizens. Their input should be obtained from public forums, town meetings, discussion groups, and any other means prior to the presentation of the commission's final report.



**Judd Gregg**

Judd Gregg  
Governor  
State of New Hampshire



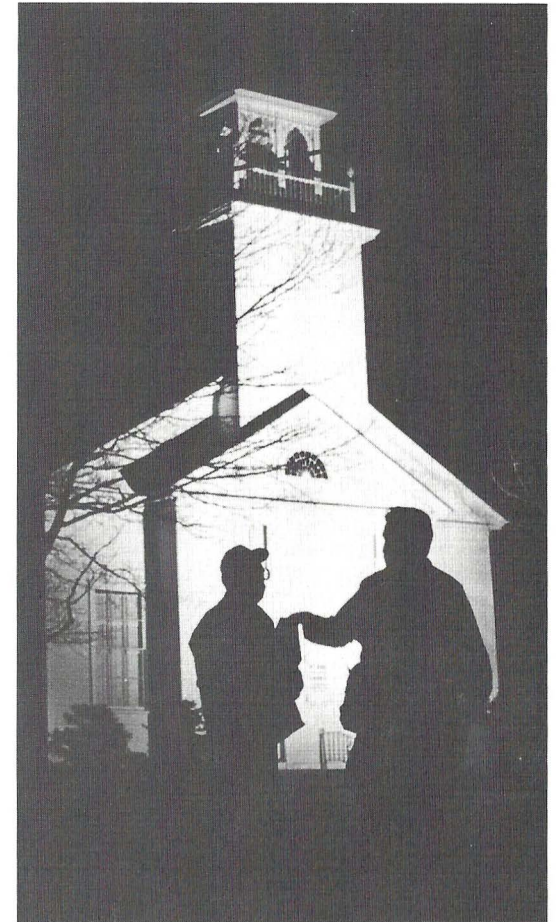




# NEW HAMPSHIRE: MY RESPONSIBILITY

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# EXECUTIVE SUMMARY

"We want to live in a place where we can work, and we want to work in a place where we can gladly live."

The Governor's Commission on New Hampshire in the 21st Century heard a consistent message from the North Country to the Golden Triangle, from the Seacoast to the Connecticut River. We heard two themes that identify and unite New Hampshire people:

- Citizen Responsibility—a belief that individual citizens can and will take responsibility for our future;
- Living Landscape—a strong attachment to the environment of the state, including both its natural resources and the working landscape of business and industry, farms, and forests.

After eighteen months of listening to New Hampshire people and considering the future of the state, we recommend these principles to guide us into the 21st century:

- To guide New Hampshire, we must invest in the people's capacity to govern.
- The people will preserve the landscape, and the landscape will renew the people.
- Change in New Hampshire comes from the community, not from some commission.
- A good idea that can be accomplished is worth dozens that can't.
- The best ideas have legs—they will move forward, having an impact decades from now.

## Citizens Engaged

New Hampshire's people have a particular character—conservative, independent, practical—a character so strong that newcomers tend to shape themselves into its mold as they arrive, even with the changes they may bring. That character is invested in political action, in the broadest, non-partisan sense.

As commission members went from community to community, we saw something quite beautiful—ordinary citizens wrestling with the toughest questions of growth and change, and how we should live.

Again and again we were reminded that the genius of democracy is that ordinary people are capable of extraordinary achievements.

## A place for the people

In the wake of rapid growth in the 1980s, there is an urgent sense of change and loss. Growth and change seem to be both craved and feared in our communities, welcomed for their vitality and energy and yet unknown and difficult to control.

The prospect of a population of two million sends shivers down most people's spines—a certain amount of excitement mixed with many unanswered questions. The current pause in economic development gives planners and leaders a break in which to assess where we want to go and how we can best get there.



*Once upon a time the inhabitants of what we call New Hampshire stayed off Agiochook, the mountain we now call Mount Washington. But they spoke of a great garnet that their forebearers had placed there in a cave overlooking a lake. Its flashing rays were sometimes seen in the Crystal Hills—what the first settlers called the White Mountains—and those who saw them were struck with a peculiar madness, and were prone to wander ever after through the gorges of the Crystal Hills in search of the great gem.*

*The Indians knew that no mortal hand could hope to grasp the great fire-stone. It was, they said, in the special guardianship of the genius of the mountain, who, on the approach of human footsteps, troubled the waters of the lake, causing a dark mist to rise.*

## Initiatives of the Commission

The initiatives identified here have unusual promise to have lasting effect, and they are ones for which the commission was able to identify current resources and leadership. They do not attempt to address every issue and solve every problem. Hopefully they set a direction and strengthen local efforts.

Some of the initiatives of the commission ask for the participation of individuals, communities, and the state. These initiatives include:

- The Civic Forum
- The Civic Profile
- Leadership: New Hampshire
- Civic Education
- Enhancing Local Press Coverage
- Community Consensus Building
- Municipal Officer Training
- Strengthened Charitable Giving
- The Intergovernmental Advisory Council

A second set of initiatives also invites the participation of individuals, communities, and the state, but in a new coalition, called the Living Landscape Council. This council represents a new level of cooperation among private and public groups and anticipates a new era of alliances to preserve and protect our natural and built environment. These initiatives include:

- Economic Development
- Alternative Zoning for Open Space
- Conservation of Lands and Buildings
- Community Cornerstones
- Heritage Commissions
- Scenic Byways
- Matching Grants
- Living Landscape Publicity

We believe these initiatives will renew and preserve what is best about New Hampshire for the 21st century.

Cotton Cleveland

Paul Bofinger

*Co-chairs of the  
Commission on New Hampshire  
in the 21st Century*

*It is said that one man who had spent his life searching for the great gem finally reached a secluded spot where he had never been before. To his great joy, there was the gem within easy reach, blazing into his eyes with a mad brilliancy that turned his blood into wine. But even as he stretched out his hands, a portion of the immense cliff above him fell with a roar, sweeping him and the gem in its path. They fell in a trail of fire from crag to crag, and finally came to rest in the dark waters of the Lake of the Clouds. To this day its waters have been dark and sullen; but at times, even to this day, a ruddy glow may be discerned within its depths, and the blood of the visitor quickens with anticipation.*



# AN URGENT TASK: PLANNING FOR THE FUTURE

New Hampshire is changing.

The first European settlers found a population of several hundred thousand Native Americans in New England. It took three hundred years for the population of New Hampshire to reach 500,000, in 1950. Then in the next thirty-five years, the population doubled to one million.

By some time in the first third of the next century, the population is likely to double again, to two million.

The cities of New Hampshire grew up on rivers: the Merrimack, Cochecho, Piscataqua, Androscoggin, Connecticut. Our cities are married to the landscape as much as our forests are married to the hills. But our cities have grown away from their rivers as development follows the roads into the suburbs.

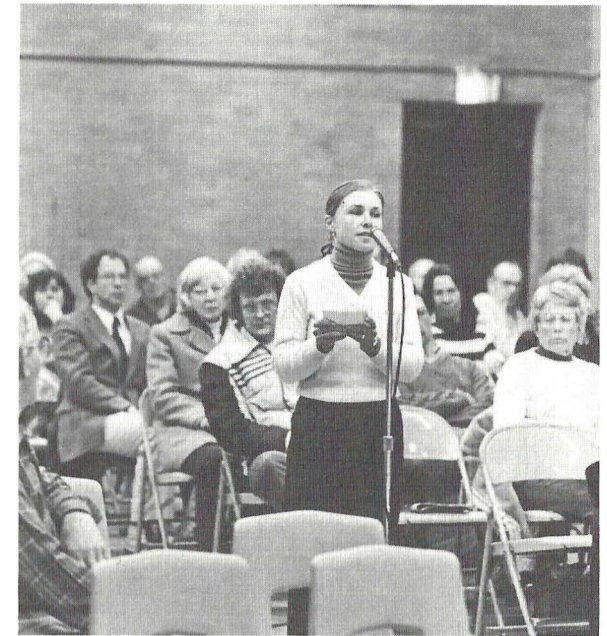
One of nearly every four homes in New Hampshire was not standing ten years ago. In a single generation, the family farm has disappeared. Already most of the land once cleared for agriculture has returned to woods or been cleared for development. Already the air is so clouded that the White Mountains are rarely seen from Portsmouth—a sight common in the first century of European settlement. There is a widespread sense of loss in the quality of life that New Hampshire has provided and valued.

And there is a more fundamental sense of loss—a loss of control over the shape of our lives. As our sheer numbers grow, the old methods of solving problems are breaking

down. There are still towns where most people know everyone at town meeting. They may conclude their town meeting with a bean supper, part of the town's "we're all in this together" tradition. But many town meetings have been fragmented into hostile voting blocks.

New Hampshire self-governance has always taken place in small places—coffee shops, barbershops, community centers, grange halls—the kinds of places that are disappearing from our landscape.

The current pause in economic development has given planners and leaders a break, but now is no time for idle speculation. Even as communities identified their most valued cornerstones through the Community Cornerstones Project, some of those cornerstones were being demolished.



## **Judson Hale relates the following:**

*In the fall we begin to see birds forming into groups in preparation for their long journeys southward. The ducks on Lake Winnepesaukee are doing that too—as if, like in the old days, they were going south, too. But most of the ducks on Lake Winnepesaukee won't be making the trip. For the past few years, they've simply gone over to Burger King on Paugus Bay in Laconia for the winter. There's open water there and people throw them French Fries. Why bother flying south?*



## cornerstone

(kor' - nər - stōn) *n.*  
"The indispensable  
and fundamental  
basis of something."

# VOTE

- **WHO** ... *Everyone!*
- **WHAT** ... *Cornerstones, the things that make PORTSMOUTH important to you.*
- **WHY** ... *To recommend to the Governor's Commission, those things that are important to you, the people of PORTSMOUTH. The results will be exhibited at City Hall in the fall.*
- **WHERE** ... *The Library, City Hall, neighborhood stores — all around your town.*
- **WHEN** ... *August 10 - 31, 1990.*

## PORTSMOUTH, MY RESPONSIBILITY.



# THE NEW HAMPSHIRE PARADOX

People come to New Hampshire, or stay in New Hampshire, to be independent. We discover, paradoxically, that independence requires a community effort. To maintain independence from larger government interference, for example, people at the local level have to take responsibility for local control.

Growth itself requires us to come together. Transportation, solid waste disposal, water quality, and economic development require regional attention. There are more than a million cars now in the seven southern counties of New Hampshire. How can we keep the air clean enough so that we can still see something out of the windows of all those cars?

The rails have been abandoned. Roads have become straighter and faster, splitting communities as they speed strangers to new destinations. While electronic communications bring us instant news from the Persian Gulf or Panama, it is hard to find out what is going on across town.

The independence of New Hampshire people is legendary. But like any legend, it is part myth. Under the mainstream of rugged individualism there has always been a practical current of interdependence and cooperation—another legend told in a history of town meetings, barn raisings, the coordination of a logging drive, or the solidarity of a French community—or Greek, or Lithuanian, or any of the other populations within the population of New Hampshire.

As New Hampshire grows, our sense of mutual dependence must become as strong as our independence, or we will lose both.

## What is best about New Hampshire?

Two themes were identified in community after community as essential to the identity of the state:

**Citizen Responsibility**—a belief that individual citizens can and will take responsibility for our future;

**Living Landscape**—a strong attachment to the environment of the state—including both its natural resources and its built environment.

New Hampshire people feel that these themes describe us. We own them. In community after community, people responded in one spirit: “Yes, these are my responsibility.” Self-determination continues to stir people around the globe. In New Hampshire, it is the rock on which our civic identity has been built. From town meeting to planning board to conservation commission to private groups advocating for education or water quality or day care, New Hampshire people are apt to say, “Give us the tools and let us be; we will take care of things.”

**Epsom, October 23, 1990.**

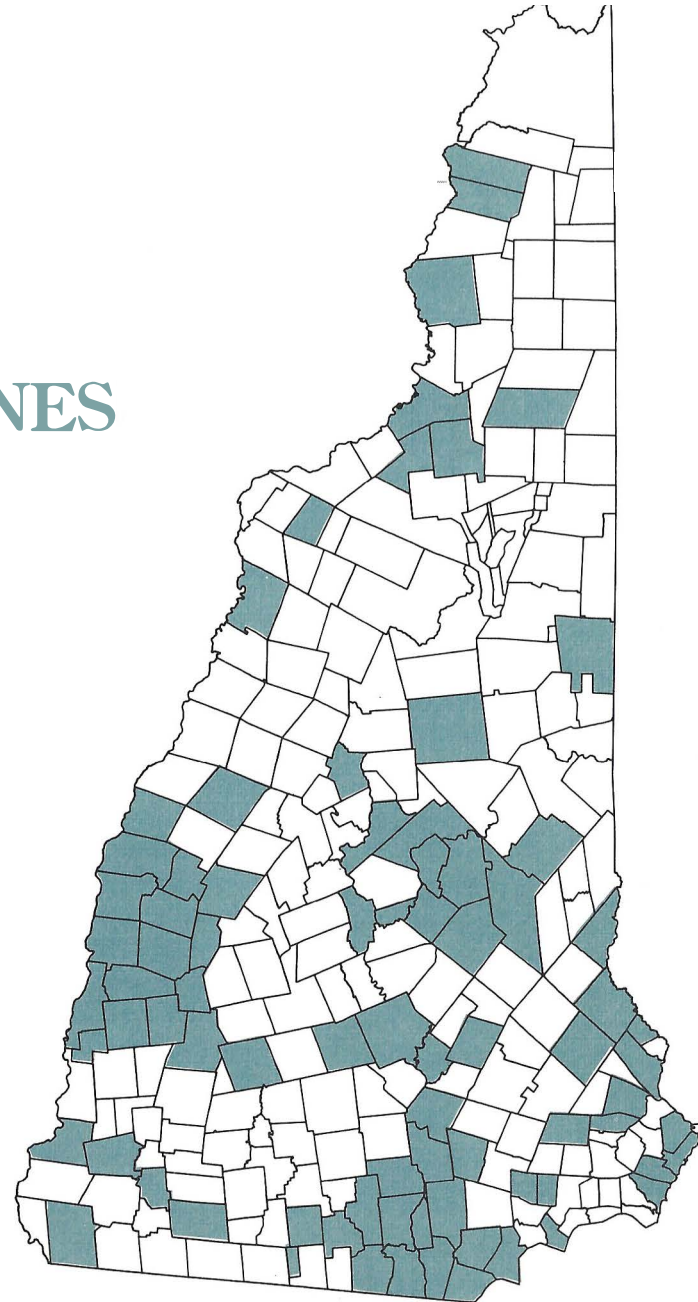
*Three pairs of running shoes, four pairs of work boots, and two pairs of business shoes shuffle under the table at the Epsom Town Hall. The planning board has heard its last appeal for the night, sitting under fluorescent lights in front of a wall of vacant voting booths, flanked by an American flag and a clock.*

*There is still a bit of astonishment in the chairman's voice as he introduces a new order of business: six Epsom residents have volunteered to rewrite the town's master plan. Four of them have come to the meeting tonight. They were inspired to come by their participation in a town-wide Civic Profile initiated by the Commission on New Hampshire in the 21st Century. The chairman refers to them, with no sense of irony, as the people from the 21st century.*

*Gary Matteson, spokesman for the group of four, uses the same shorthand: “The purpose of the 21st century is to get people involved in town government. In the Civic Profile we started talking about a common vision of where the town is going, and then someone said, ‘Don't we have a master plan?’ We found out it was ten years old. The plan had projected a population of 4,300 for the year 2,000. We're past that now.*

*“The town paid the regional planning commission to write the old plan,” Matteson continues. “We think we can do a better job ourselves. It's our town.”*

## TOWNS PARTICIPATING IN THE CIVIC PROFILES, COMMUNITY CORNERSTONES AND EDUCATIONAL INITIATIVES





# A LIVING REPORT

The state could have been analyzed through a series of slices along issues—transportation, health care, housing, public schools, solid waste. But the commission chose to keep its vision broad. “Our objective is neither to make long-range forecasts nor to recommend solutions,” said Harold Janeway, a commission member, early in the process. “We have chosen to focus our work on New Hampshire’s capacity to govern itself, the process by which citizens guide their state and towns.”

The two themes of Citizen Responsibility and Living Landscape provided a useful practical division: people and places. Yet the division continually dissolves. How the land looks depends on how people come together to make decisions. Issues of autonomy and community are often focused by issues of the environment, or appropriate access to the land.

The Community Cornerstones Project was primarily a tool to highlight New Hampshire places; but a number of participating towns identified volunteerism as one of their Cornerstones—often noting that they were probably unique in seeing volunteerism as a Cornerstone of the Living Landscape. Far from it. The two themes become one dynamic, expressed in two ways: New Hampshire for the people, and the people for New Hampshire.

The commission was not so much a single, static body as a series of events. These events were prompted by the commission, but the shape they took depended on the vision of dozens of communities.

No one method could cover the breadth of interests of people involved with the

commission. Many processes were tried, to tap as many streams of energy and vision as possible.

The commission sought activities that reflected its own action orientation—

- testing new ways to engage people that might help replace some of the non-functioning traditional means;
- offering models that could be continued by communities without the supervision of the commission;
- trusting that when local people are gathered together and listened to, they will provide better guidance than the experts.

Some of the ways the commission worked with local groups included the following:

- The Civic Profile, in ten communities and with more than 720 participants—a forum to identify local strengths and weaknesses and improve the community’s capacity to make decisions;
- Statewide Stakeholders, 21 individuals from key statewide organizations to shadow the commission, giving valuable advice and counsel;
- Community Cornerstones Project, in twelve communities and involving 265 individuals plus hundreds who answered surveys, to identify key community assets that a community will commit itself to preserve into the 21st century;
- Public Opinion Polling through fourteen different newspapers and publications, with more than 1,000 respondents;
- Two thousand five hundred student essays, poems, drawings, posters, plays, photographs, mobiles, models, videos, and songs from students in the fourth, eighth, and eleventh grades.
- Focus Groups at the Farm and Forest Exposition, Inherit New Hampshire, the Farm Bureau, and other organizations;
- Research exploring a wide variety of ideas from other states and regions.





# INITIATIVES OF THE COMMISSION

The commission, guided by New Hampshire's traditional pragmatic spirit, did not attempt to cover every issue. The aim was not to produce abstract recommendations that "someone" ought to follow, but to set in motion useful activities. The emphasis of the following action steps is on things that can be done or are already under way and will have a lasting impact.

In establishing the commission, the governor issued one caveat: that the commission not become embroiled in the debate about taxation for fear of exhausting itself on a controversy it could not resolve.

The work of the "21st century people" continues beyond the writing of this report, hopefully into a new century. The following initiatives represent a beginning.

## Strengthening Our Communities

### 1. New Hampshire Civic Forum

*"Democracy is a process, not a static condition. It is becoming rather than being. It can be easily lost, but is never finally won. Its essence is eternal struggle."*

—Judge William Hastie

At the core of New Hampshire's soul is the willingness of its citizens to take responsibility for our community life and our landscapes: to give of their own time, and not wait for others

to act; to look first for voluntary solutions, and not demand actions by government; to do what is practical, and not hold out for an impossible dream.

The commission initiated practical ways to equip this willingness. An overall strategy is also needed to review, over time, our capacity to govern ourselves.

The commission proposes the establishment of a New Hampshire Civic Forum, to be convened next in the year 2000, and thereafter as determined by the Governor. A Civic Forum Trust Fund, its assets built from annual contributions through a Civic Infrastructure Depreciation Allowance, will support the Civic Forum. The forum will review, renew, and add to the kind of initiatives created by the Commission on the 21st Century.

The task of the Civic Forum is to provide a common ground on which New Hampshire periodically audits how well communities govern themselves and also develops specific ways in which communities can work better.

- The forum should be independent of any one sector.
- The forum should come into being only every 8–10 years, and should exist for only a limited period.
- The forum should be supported as a public-private partnership, through a special trust.
- The forum should be convened by the Governor.

## Investing in the Civic Infrastructure

The civic infrastructure parallels the physical infrastructure with which we are more familiar—the network of roads, bridges, schools and public facilities. The civic infrastructure is the network of processes, institutions, and people that make our communities work.

### Civic Infrastructure Depreciation Allowance

We need to invest in our civic infrastructure, just as we need to maintain our roads and bridges. Government and private partners should set aside a small amount each year. Annual contributions acknowledge the continual wear and tear on the civic infrastructure and the need to provide for repair and for periodic major renovation.

### Civic Forum Trust Fund

Annual set-asides from government and private partners will be invested in a Civic Forum Trust Fund. No money in this trust can be used until the governor convenes the next Civic Forum. All income earned by the trust will be reinvested. The assets of the trust will be used to support the Civic Forum when it is reconvened in the year 2000.

- The forum should be advisory only, with its capacity to secure action dependent on the power of its recommendations.

If the capacity of New Hampshire's people to govern remains strong, if New Hampshire communities work well, this state can meet any challenge. The Civic Forum acknowledges the ongoing nature of our work; that, as a commission member observed, "Responsibility is like a string that we can only see the middle of. Both ends are out of sight."

## 2. Civic Profile

*"There are very few times in your life when you feel magic. This was one of those times."*

—Maureen Barrows, Rockingham County Commissioner, speaking of the Exeter Civic Profile

The Civic Profile brings together a cross section of a community to assess how well the community works and to take action to make the community work better. In Epsom, for example, the Civic Profile has already resulted in a new town brochure and map; citizens volunteered to redo the master plan; and a group is investigating the development of a community center. Manchester citizens are working on revitalizing the downtown, developing the theater district, and preserving historic buildings. Conway added students to the school budget process, altered the high school civics curriculum, and launched a Mount Washington Valley economic planning effort.

Ten communities have already participated in Civic Profiles initiated by the commission.

The "Book of Ideas" in the appendix of this report contains more than a hundred ideas that came out in these Civic Profiles. Nothing is more eloquent on the strength, resilience, and creativity of New Hampshire's communities than these ideas.

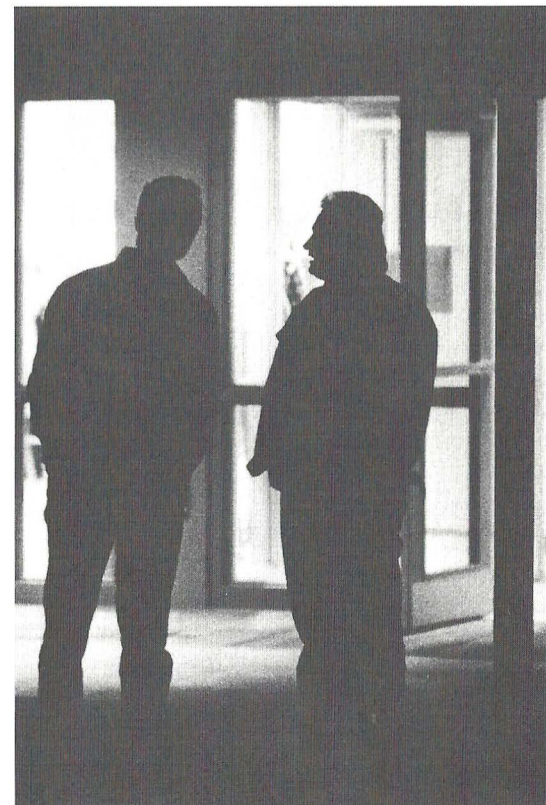
The University of New Hampshire Cooperative Extension will coordinate the program to lead communities through the Civic Profile, using the most skilled facilitators from all sectors of the state, and drawing on an advisory group of commission members and statewide stakeholders to make introductions in communities around the state as the need arises.

## 3. Leadership: New Hampshire

*"To preserve the landscape—urban and rural—we must invest in our people's capacity to make decisions and carry them out."*

—Commission principle

Volunteerism is strong in New Hampshire. But we need to expand the pool of New Hampshire leaders who are willing to take on statewide issues and who bring to local issues a perspective and commitment to the entire state of New Hampshire. The Business and Industry Association and the New Hampshire Charitable Fund will develop "Leadership: New Hampshire" to identify and recruit emerging leaders from the corporate, public and non-profit sectors to take on statewide responsibilities.





Twenty to twenty-five individuals will be selected annually, by application and nomination. The group will meet eight to ten times over the course of a full year, in half- or full-day sessions.

The purpose of the program is to identify emerging talent; motivate emerging leaders concerning statewide issues and perspectives; build the expectation that they will take on leadership roles on statewide issues; and develop a network for effective leadership.

The program is inspired by successful local versions, such as “Leadership: Manchester” and “Leadership: Seacoast,” as well as successful statewide programs elsewhere in the country.

The commission strongly supports the development of local initiatives to serve other regions of New Hampshire, such as the North Country. The commission also recognizes the need for leadership training in specific skills as addressed in the initiative for Municipal Officer Training.

The Business and Industry Association and the New Hampshire Charitable Fund will help implement “Leadership: New Hampshire.”

## 4. Civic Education

Every Civic Profile noted the need for civic education. Citizens must understand government in order to participate in government. Many adults are new to the state and are unfamiliar with our particular forms of local

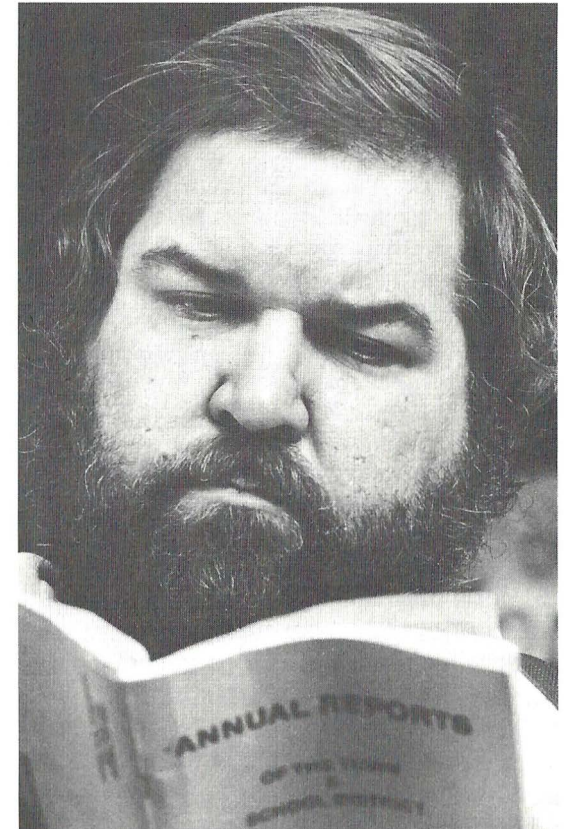
and state government—which in themselves are growing more complex—and with the degree to which New Hampshire relies on citizen involvement.

Civic education is a life-long process, as roles and relationships evolve and the demands on government change.

Civic education in the schools is the responsibility of local boards acting to carry out the clear education standards set by the Board of Education. Many schools have developed programs to promote civic education which can be expanded in creative ways, such as:

- Youth in Government, which could be complemented by Youth in Local Government;
- Student Elections and Mock Elections;
- National Civic Bee (being used currently in two districts);
- Boys and Girls State, which could also have a local model.

At the college level, volunteer service programs should be encouraged at all branches of the University System of New Hampshire. The Civic Profile “Book of Ideas” (see appendix) has many suggestions for informing and involving adults in communities, including Civic Welcome Wagons, Civic Bulletin Boards, and corporate support, including release time for volunteerism and civic involvement.



The National Community and Service Act of 1990 has been signed into law with \$287 million for exemplary local service projects. The Governor's Council on Volunteerism and the Office of Volunteerism—themselves examples of excellent work—should take advantage of this act to promote local programs.

## 5. Enhancing Local Press Coverage

*"A good idea that can be accomplished is worth dozens that can't."*

—Commission principle

In almost every one of the Civic Profile Communities, there was strong criticism of the quality and extent of local press coverage of local events. Residents see a decline in the local news they need most, such as: Will the Planning Board approve that developer's application? Why haven't the Selectmen obeyed state orders to clean up the landfill?

In some communities, an exciting new technology is sprouting: the municipal newsletter. Written and composed by volunteers using personal computers, these provide a new news-gathering forum.

Both existing papers and new ones need help. The New Hampshire Press Association is substantially expanding its role in reporter education. The association is expanding its seminar program to help reporters for established papers as well as volunteers learn fundamentals. The association is preparing both

written materials and seminars to reduce the learning period for reporters who cover Town Hall and the school board.

For those communities that are trying to set up their own newsletters, the association is planning seminars and other programs to help give them the nuts and bolts of how to use PageMaker software and other tools of the new technology.

Discussions have begun with representatives of electronic media to strengthen their role in the coverage of local issues.

## 6. Building Community Consensus

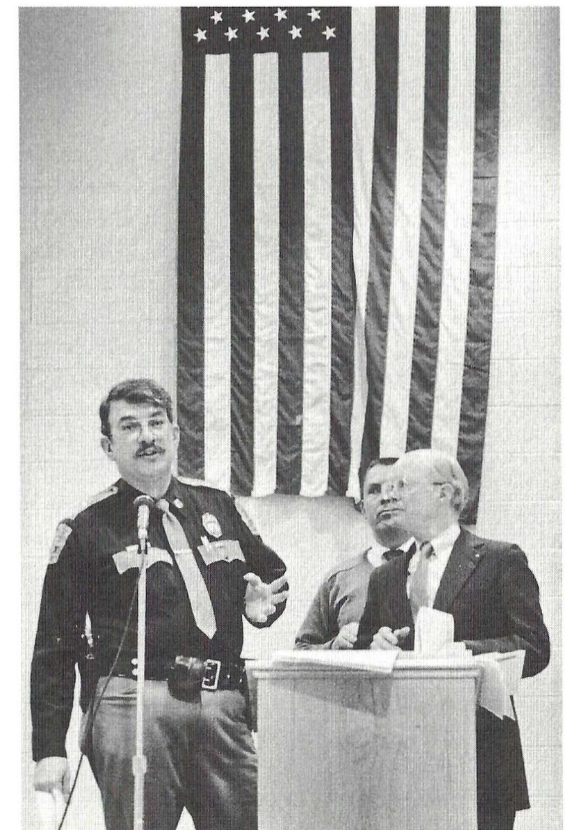
*"Town Meeting lasted for seven days. When it was all done, we hired a band and had a dance."*

—from an old town history

Almost every community in the state has suffered through a difficult dispute that lingered, festered, spilled over to unrelated issues, and corroded the capacity of the community to move forward.

Across the United States, communities are experimenting with techniques that offer alternative ways to resolve disputes or reconcile differences. New Hampshire currently has no such program, nor any single institution whose mission is to build this capacity.

The New England Center at the University of New Hampshire has agreed to establish a program for consensus and conflict resolution.



*Almost every response we got had something in it about community spirit. It isn't really a cornerstone because you can't save it by zoning or funding or something. But we'll include it anyway.*

—Barbara Boatwright, Hopkinton Cornerstones Project



The program will sponsor conferences and workshops, provide training to public officials and decision-makers, and establish a bank of trained mediators in the state, including both paid consultants and volunteers.

In developing this program, the commission was impressed with the experience of six other states with comparable efforts.

## 7. Municipal Officer Training

The Civic Profiles touched again and again on the complexity of issues facing towns and cities. As our towns and cities grow, as the world we live in becomes more intricately entwined with regulations, ordinances, and mandates, and as the number of personnel in local government increases, the responsibilities facing local officials require knowledge that many well-intentioned officials do not bring to the job.

The University System of New Hampshire and the New Hampshire Municipal Association are developing an Institute for Municipal Training that will provide continuing education, training, technical assistance, research, and publications for public officials. It will offer workshops, courses, technical assistance, and/or training in areas to include the following: effective leadership management, effective public policies, effective communications (internal and external), ethics in management, and citizen as customer.

## 8. Strengthen Charitable Giving

From the Civic Profiles it was clear that charitable giving can be strengthened in almost every community. This is not an attempt to get private giving to substitute for public support, but to recognize the degree to which many New Hampshire activities depend heavily on private charitable support.

This project is aimed at more fully realizing the capacity for private giving, especially for smaller and locally-based organizations.

The New Hampshire Conference of Fund Raising Executives (CONFR) is the professional association of New Hampshire's leading fund-raising executives. CONFR has agreed to take on this project as a community service. CONFR representatives will meet with representatives of two Civic Profile Communities where charitable giving received particular attention, Rochester and Epsom. Their goal will be to see if a model can be developed that will increase charitable giving in a single community. If there is success in either pilot community, the model will be offered to other communities.

### **Excerpts from schoolchildren's essays and poems:**

*In my opinion, New Hampshire projects the wrong image. I think that people in other states think that we are people who like taking nature walks, drinking apple cider, and baking pumpkin pies. Don't get me wrong, I know people that like that kind of thing and I'm not condemning them for that. I just wanted to get the point out that New Hampshire kids like the same things that New York and the same things that California kids like. We like shopping, we like movies, and we like the beach. We are not all foliage freaks!*

*In the future I hope to see the New Hampshire image changed for the better. I just want the other states to know that New Hampshire people are just as modern as they are.*

*Thank you,*

**Angela M. Hansen**  
Mastricola Middle School,  
Grade 8

## 9. Intergovernmental Advisory Council

*Dear Governor's Commission,*

*I want to talk about all my concerns for N.H. Here they are: air pollution, acid rain, smoking chimneys, smokestacks and cars. Better laws are needed. You could suggest good laws to our legislators.*

*I will help if you need me.*

*Sincerely,*

*Lynne Kelley, Bedford, Grade 4*

An ever-increasing range of issues cannot be solved by a single unit of government. They require collaboration by several units of government: towns, regions, state, special districts.

The Intergovernmental Advisory Council will be a fifteen-member body, advisory to the Governor. It will be staffed by the Office of State Planning, its members appointed by the governor on recommendation from the Municipal Association, the Association of County Governments, and the regional planning commissions. Selected members of the Executive and Legislative branches would join the council as appropriate. The council builds on the successful experience of eighteen other states with similar bodies.

The council will provide a neutral ground, an arena in which jurisdictional problems can be systematically addressed, as well as such additional functions such as: 1) sponsorship of technical training; 2) research on common issue areas; 3) information clearing house; and 4) joint programs.





# INITIATIVES OF THE COMMISSION

## Preserving the Living Landscape

*"The best ideas have legs—they will move forward, having an impact decades from now."*

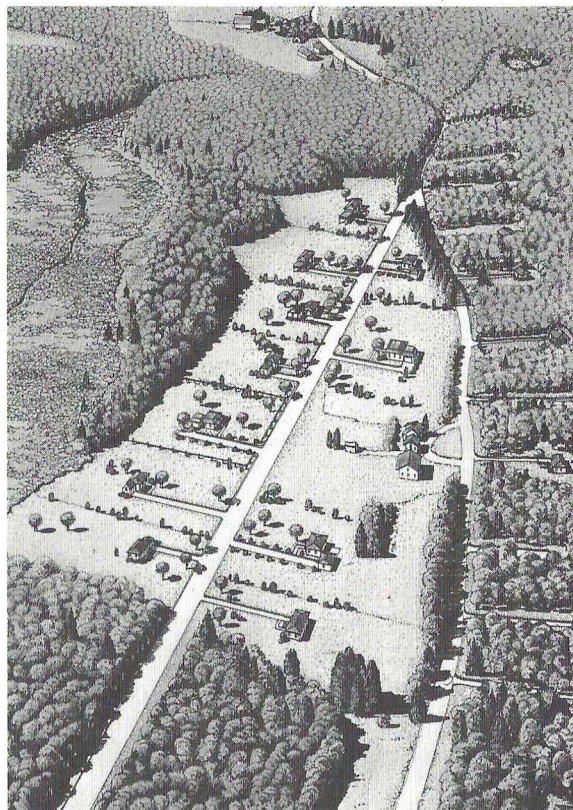
—Commission Principle

New Hampshire's landscape—including its river cities, small towns, farms, and forests—shelters and inspires its inhabitants, as well as attracting its visitors.

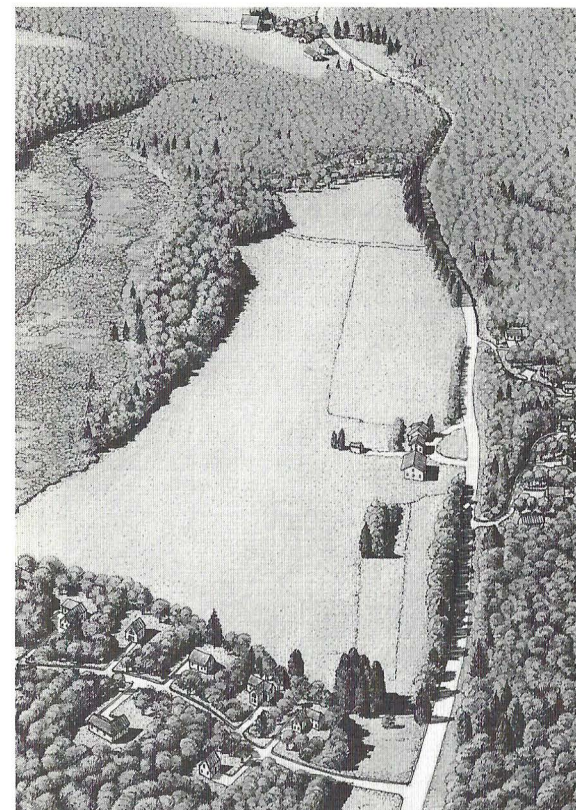
The commission came to think of this landscape as a Living Landscape—a vital mix of wild and natural resources and the built environment. It includes working farms, managed forests, picturesque town commons, mill buildings, opera houses, and other elements that represent the very fabric, the underlying structure that supports the traditional character with which we identify.

To preserve the living quality of this landscape in the face of desired future development is the greatest challenge New Hampshire faces. To preserve both our landscape and the civic spirit of its inhabitants requires more than the individual and community actions envisioned and initiated by the commission. It requires a new season in the way we approach planning—a profoundly new initiative and alliance in harmony with New Hampshire traditions.

The commission sees this coalition as a private-public partnership called the **Living Landscape Council**.



*Conventional Development*



*Alternative Development*

*Photos: Permission from the Center for Rural Massachusetts, U. Mass Amherst. Also the Lincoln Institute of Land Policy and the Environmental Law Foundation.*



## The Living Landscape Council

The private sector would be represented on the council by twelve to eighteen individuals, elected by one hundred or more incorporators, representing business and industry, economic development, agriculture, timber, land conservation, builders, tourism, developers, historic interests, private fish and game groups, and the University of New Hampshire.

The public sector would be represented by participants from state agencies as appointed by the governor, including the Department of Resources and Economic Development, the Office of State Planning, the Department of Transportation, the Department of Cultural Affairs, the Department of Agriculture, and the Fish and Game Department; and legislators appointed by the Speaker of the House and the President of the Senate.

**The mission of the Living Landscape Council is to coordinate efforts of state and private agencies to encourage sustainable economic development that is in keeping with New Hampshire's traditions and values.** The divisions of the council are Sustainable Economic Development, Land Use, and Heritage Tourism.





# Sustainable Economic Development

New Hampshire's Living Landscape has long been the base for the state's economy. The physical and social setting is attractive for the location of business and for a work force. Timber, paper, and agricultural enterprises depend directly on natural resources. Local manufacturing adds value to raw materials. Industries that do not depend directly on natural resources, like high-tech manufacturers and business services, still prize the landscape as an attractive setting in which to do business and an asset with which to recruit employees.

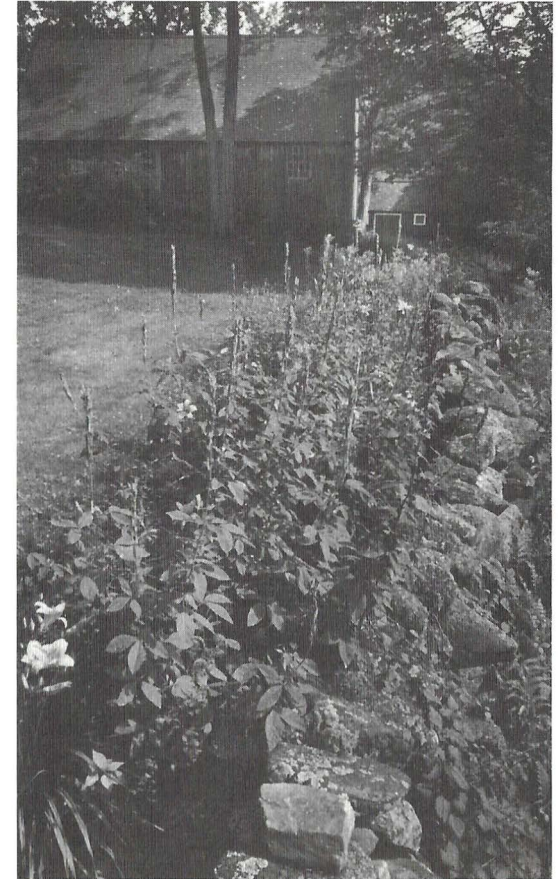
Sustainable economic development is founded on the premise that, as a society, we must recognize the need to use renewable resources no faster than they can be regenerated by nature, while at the same time using more wisely those resources that are finite.

Specific steps, through the Living Landscape Council, toward sustainable economic development include the following:

1. Promote skill training in new technologies and management of New Hampshire resources to compete at national and international levels of marketing. Many new technologies are being developed through the University of New Hampshire. A coordinating committee should strengthen partnerships between the University and the state's public and private agencies to work

toward sustainable economic and social development.

2. Establish Regional Economic Development Councils to work in cooperation with Regional Planning Councils. The Councils would prepare regional economic development plans in consultation with business and industry and state agencies.
3. Promote "Made in N.H." and "Grown in N.H." marketing. This program could be combined with a "N.H. Seal of Quality" program to recognize products and enterprises that support traditional New Hampshire character and values.
4. Promote existing agricultural and timber industries so that they remain competitive.
5. Promote secondary manufacturing that adds value to N.H. products within the state. Timber that produces \$1 on the stump, for example, can produce \$17 to \$22 of value by additional processing within the state.
6. Provide technical assistance and other incentives to encourage the relocation or start-up of industries that are compatible with New Hampshire's Living Landscape.
7. Promote commercial development that preserves traditional landscape qualities by such means as behind-site parking, clustering of buildings, appropriate signage, and pedestrian ways.
8. Focus industrial bond issues and other incentives on industries that are compatible with the Living Landscape.



*"Stone walls are the true cornerstones of Barrington, marking both property lines and the past agricultural history of the land."*

**—Barrington Cornerstones Project**

# Land Use

*"Some people, hungry for the rural flavor and atmosphere that is already gone, have resorted to planting plywood cows or sheep in their lawns."*

—Justin Cox, Oyster River Middle School, Grade 8

## 1. Promote Alternative Zoning for Open Space

Conventional large-lot zoning for a population of 2,000,000 will consume the land rather than protect it. But alternative zoning, like the variety of tools called cluster zoning, are little understood and have, in some cases, been badly abused. Alternative zoning should be promoted through the following actions:

- public television to focus on common community problems and concrete solutions—a "This Old Town" series;
- videos on open-space zoning, site plan reviews, and imaginative commercial zoning, to be shown to local organizations;
- lectures and seminars giving basic information about planning and zoning alternatives;
- workbooks that detail implementation procedures for alternative planning and zoning tools;

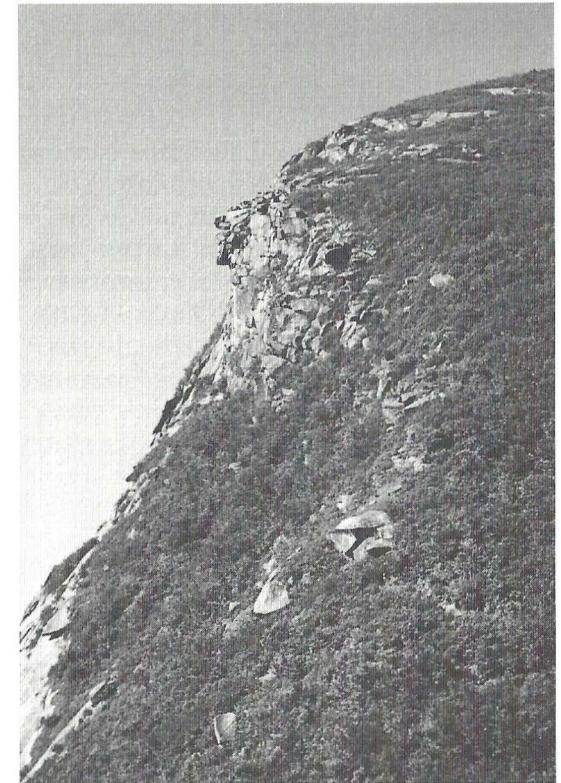
- technical teams available to work with communities to implement alternatives.
- a Resource Directory that provides current information on historic and natural resource services and technical assistance.

In order to meet the constant demand for updating, the State Automated Information System should be strengthened by expanding its database to provide accurate, readily available information through the existing library system.

The NH 2 Million Project lets a municipality see what its current pattern of development will lead to early in the next century. The project uses maps to "build out" the available land according to conventional zoning. "It's like a two-by-four over the head," says one planner who has been involved with a build-out. "It gets people to say, 'Is what we're getting what we really want?'"

## 2. Conservation of Landscapes and Architectural Treasures

The Land Conservation Investment Program has provided a model of successful private-public partnership. A new effort is needed to extend our stewardship to New Hampshire's countryside more broadly conceived—including our townscapes and cityscapes. Conservation



**Excerpts from schoolchildren's essays and poems:**

*It certainly would be a disgrace if we couldn't even see the Man in the Mountain's face.*

—Erica Schultze,  
Dover High School,  
Grade 8



of the countryside would include the acquisition of small but critical parcels of land and assist in the protection of buildings or other structures with distinctive architectural or historical features. The New Hampshire chapter of the American Institute of Architects will help in the identification and protection of significant architectural landmarks.

A new 1:3 match will increase the involvement of the private sector. Private conservation organizations should be allowed to participate if the properties to be obtained will be used for public recreation or education purposes. Donations to non-profit organizations may be used as matching funds.

The new organization would enable conservation organizations to become involved in the management of conserved properties, expand the base of donors, encourage conservation organizations to have their land noted on public maps, and strengthen the link between the tourism industry and conservation organizations.

### 3. Community Cornerstones Project

The commission designed the Community Cornerstones Project to help a community to identify its assets and initiate measures for protection; it also produces a better informed citizenry for participation in local governance. A dozen towns so far have participated, each identifying twenty-one physical and cultural landmarks within their boundaries.

Cornerstones are more than quaint

places. One person involved with the Berlin Cornerstones project said, "The stone cribs in the Androscoggin—there's a whole history there. They're not just scenic. They tell a story. There were two mills in Berlin. Booms chained to the stone piers kept the logs separate. Most of the men running around on the logs out there were Frenchmen. Those cribs are about industry, about history, about a meeting of cultures."

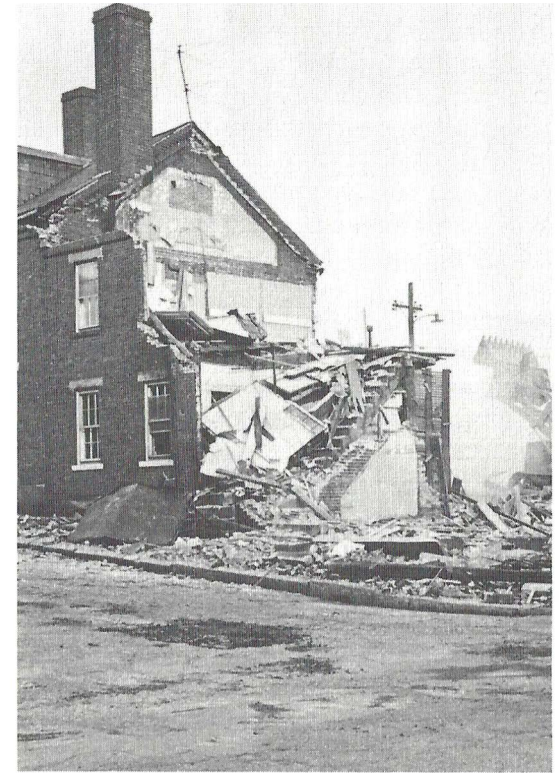
Communities can elect to do their own Cornerstone Project in the pattern developed by the pilot towns and described in a handbook produced by the commission.

### 4. Heritage Commissions

The Legislature should revise statutes to enable local communities to establish Heritage Commissions in the place of Historic District Commissions to protect a wide range of features of their natural, built, or cultural landscape.

Heritage Commissions will expand the powers of local historic districts, with authority to survey and inventory all resources with historic, cultural, aesthetic, and sentimental value; acquire and manage property and easements as funds permit; and work with other local groups for the preservation of the local heritage.

The authority and responsibility of a Heritage Commission would be created and regulated by town ordinance.



*Posters about the Keene Cornerstones Project showed photographs of cornerstones already lost. "The timing of this project was perfect. Keene is currently in the process of revising its master plan. The cornerstones will become important considerations during that process."*

**—Keene Cornerstones Project**

# Heritage Tourism

By the year 2000, tourism will be the world's largest industry. It is already New Hampshire's largest industry, bringing in more than \$2.24 billion to the state's economy in 1988. New Hampshire evokes nostalgia and suggests healthy rest and relaxation. The seacoast, lakes, and mountains provide a natural stage that is non-threatening and yet challenging to the family needing to get away from the confusing pace of life.

But today's visitor wants the amenities that come with increased economic prosperity: clean family attractions, comfortable but quaint accommodations, retail shopping at bargain prices, and world-class dining. New Hampshire will see increasing numbers of international visitors, who spend more but demand more. Competition for both domestic and international visitors will become fierce as the world becomes a global market.

## 1. Promote the Scenic Byways Program

This program in the Department of Transportation includes a thoughtful, step-by-step process to involve local communities, protect and maintain scenic areas, develop a signage program for information and directions, and collaborate with national and New England efforts.

Communities across the state are interested in preserving their scenic vistas; farmers and foresters are interested in attracting

visitors to their barns and sawmills; rural bed and breakfasts need the visitor who is seeking unique accommodations. All these interests would profit from a coordinated effort to market their availability.

A timber-agriculture-tourism coalition has already worked on the basis of a program to promote guided and unguided tours to introduce residents and visitors to the state's scenic, historic, and uniquely New Hampshire businesses and attractions. This program could be strengthened by the Scenic Byways program.



### **Excerpts from schoolchildren's essays and poems:**

*My mother told me that when she was a little girl, Main Street and where our mall is was all forest and there were wild animals that just stood there at the edge of the forest. Now we see malls and condos and lots more things on the side of the roads. And instead of live animals in the forest I see dead animals in the road. The only animals I've seen—a moose, a fox, and a deer—were injured very badly.*

**—Amber Katzoff,**

*Conway Elementary School  
Grade 4*



## 2. Establish a matching grant program similar to the Joint Promotional Program

The coalition would first determine the actual economic impact of the related industries by reviewing existing research and undertaking an economic impact report similar to the Davidson-Peterson Report on tourism's impact on New Hampshire's economy.

Based on the data, the coalition would seek to establish matching grants to private-sector organizations to encourage tourism projects based on the state's traditional character.

Grants would be used to:

- expand and enhance existing activities such as Project Learning Tree;
- encourage growth of programs that foster New Hampshire's traditional image (e.g., regional festivals that feature local forestry, agriculture, history/culture, and environmental products, character, concerns, etc.);
- educate the public as to the social and economic benefits to the state from the continued economic viability of traditional land uses;
- promote education between and within concerned organizations;

- promote the public accessibility and enjoyment of resources including historic sites, orchards, Christmas tree farms, skiing, hiking, scenic views, wildlife habitat, etc.;
- expand the opportunities for participation in programs and events like Harvest New Hampshire, Open Barns, etc.

## 3. Increase coverage of the Living Landscape in travel publications

The "New Hampshire Guidebook" should feature agricultural, forestry, and historic/cultural activities and events such as agricultural fairs, farmers' markets, Christmas tree cutting, and pick-your-own farms.

A map should be created that provides a centralized data bank for all land protected by private conservation organizations or public bodies; based on that data, a map should be made available to consumers that shows private and public forest areas that are open for visitors, as well as Scenic Byways as that program is developed. Legends could indicate information regarding the activities allowed and how to obtain more information.



### **Excerpts from schoolchildren's essays and poems:**

*Governor Gregg, some of us have learned things in our study that have already changed the way we live. And some of us have become so interested in what we have learned that it will determine what we will be when we grow up.*

**—Den 5 Wolf Cub Scouts**  
*from Andover*

# NEXT STEPS

*"People are still optimistic in New Hampshire. Since the Manchester Civic Profile, I see people better able to cope with meetings—touching base with other people and listening to other points of view. There's a feeling that we can make a difference.*

*—Signe McQuaid, reflecting on the Manchester Civic Profile*

The future of New Hampshire lies with the ingenuity and commitment of New Hampshire people. From the beginning, the work of the commission was to build from the ground up, from the insight and collaboration of local groups. The future of New Hampshire—whatever it may be—will be built the same way.

The Commission on New Hampshire in the 21st Century believes it has made a difference. Alliances have been forged. Foundations have been laid. Seeds have been planted, and the work continues.

**On the following pages is a Book of Ideas which every citizen can use to help New Hampshire into the 21st century.**





# BOOK OF IDEAS

## Ideas You Can Apply Now

As part of a pilot program in conjunction with the Governor's Commission on New Hampshire in the 21st Century, citizens in ten communities across New Hampshire came together for day and a half workshops to focus on the problems and possibilities facing each of their communities as they move into the next century. The process each group went through was developed by the National Civic League and has been used by communities all across the country to help them to evaluate their civic infrastructure: those people, systems and institutions that make for a successful community. The Commission provided professional facilitators to guide each community through the process.

What the Commission discovered was no surprise. There is a wealth of talent and information in New Hampshire. Allowing people the freedom to focus on ideas rather than on immediate problems, brought out potential solutions in new and interesting ways. This "Book of Ideas" is an attempt to share some of the information that the commission gathered from across the state. We would like to thank the people from the ten participating communities for sharing their concerns and ideas with us. They are from:

CONWAY  
EPSOM  
EXETER  
LANCASTER  
LEBANON

MANCHESTER  
MEREDITH  
ROCHESTER  
SULLIVAN COUNTY  
WINCHESTER

We have listed the major themes identified by the communities, followed by suggestions of how to address those issues. Some of the ideas are major initiatives, while others are very simple and require only a decision on the part of one person to begin. We hope that this will be a useful resource for all of the 234 cities and towns across New Hampshire.

## INCREASE CITIZEN PARTICIPATION AND VOLUNTEERISM

Many communities feel that there is a need to increase citizen participation by broadening the constituency base. They felt it is important to make an effort to learn of differing views and develop respect and tolerance between various groups in the community. They want to make full use of the existing talent pool, to recognize the efforts made by volunteers, and to explore possible approaches to increase and coordinate both the numbers and diversity of volunteers. Some of the ideas for increasing citizen participation and volunteerism include:

**Local Civic Curriculum in the Schools:** Incorporate a local civic curriculum from grades K-12 into the public school system to encourage youth participation. Bring community leaders and volunteers into the schools to implement it. Make community service a graduation requirement.

**Career Day:** Have a career day for government and non-profit organizations so people can see what the jobs are like.

**Community Youth Services Day:** Create an opportunity (day) to listen to youth and what they want to contribute and then find ways to help them get involved.

**Community Participation Day:** Have a day that combines recognition and information about participation.



**Government Awareness Week:** Create a Government Awareness Week to try to reach those people who don't usually participate. Meet the people on their turf, at local "hang outs". Part of the week should be to recognize and appreciate the volunteers and officials, to educate the public and to assist volunteer efforts. Make it diverse and inclusive by developing a coordinating committee comprised of private, public and non-profit organization representatives.

**Senior Participation:** Increase participation by seniors in the community by conducting an "Interest Level" survey for community participation. Work with SCORE, RSVP, and local seniors groups to implement the survey.

**Address the Liability Issue:** Make sure that residents understand that they are not personally liable for actions that are performed in good faith in the public service. State statute and jurisdictional policies cover volunteers in the performance of their duties (barring any gross malfeasance in office).

**Pot Luck Socials:** Create some fun activities for volunteers to exchange information and see that volunteering isn't all work. Have the socials at the same time and place each week and have them just for fun—no work. It should be an opportunity for people to get to know each other and hear about what other people are doing in town.

**Volunteer Awards Night:** Recognize the volunteers for what they do in the community. Consider giving awards for newcomers who volunteer also so that new people to the community may see that it is easy to get involved.

**Government Services Day:** Recognize government officials for their contributions to the community by having a day set aside to honor them.

**Drop the Barriers:** Perceived or not, many people feel that there are barriers to involvement, such as how long you have lived in a community, who you know, or where you may live in town. It is important to become conscious of the barriers we project and attempt to tear them down.

**Welcome Wagon:** Develop ways to greet newcomers into the community, as in the Welcome Wagon model. Include information about town government, town services, volunteer opportunities, ways to meet other residents.

**Buddy System:** Develop a buddy system for introducing and involving new people. Find out the newcomers interests and match them up with someone in town so that they may be taken as a guest at an organization meeting that might interest them.

**Brown Bag Lunches:** Have weekly or monthly brown bag lunches with Selectmen or Councilmen where everyone can come with their lunch and voice their opinions. It would be a way for elected officials to stay in touch with the wishes of their constituents, and for the people to be heard.

**Media Profiles:** Produce a weekly article about people and organizations and what they are doing. Include information about organizations as well as profiles about specific people and their individual volunteer contributions to an organization.

**Community Center:** Create a focal point where people can come to learn more about the community or become involved in specific activities.

**Job Descriptions:** Create job descriptions for volunteers and make them widely available so that anyone interested in volunteering will know what is expected in time, talent and interest.

**Volunteer Clearinghouse:** Create a master list of people who might be interested in volunteering in town. Actively pursue them.

**Involve Business:** Encourage business to give release time to their employees to volunteer in community activities.

**Corporate Award Program:** Encourage business to become involved and then recognize local business for that involvement.

**Bumper Stickers:** Recognize elected officials and volunteers for their service through some very visible means, such as bumper stickers. By showing them, and the general public that their work is valued, we may encourage more people to serve.

**Be Positive:** Always speak positively about activities if we expect other people to want to show an interest.

**Feeder System:** Create ad hoc committees that could include people who may live outside an area but work in a community and have valuable input.

**Internships:** Have internships that are institutionalized so they continue from year to year. For example, instead of presenting an internship and asking for volunteers, create an internship that is always filled by a senior in the high school and make it an honor to be selected.

**Advisors Program:** Utilize the special interest and talents in the community, such as seniors, or other interested parties to create an advisors program to assist the leadership in specific areas of concern. Since they would be of an advisory capacity only, they could include people from surrounding communities that may have some interest or expertise in the subject area.

**Time Limitations:** Set time limitations for jobs (other than political) to make activities more attractive and manageable. If a job grows too large, divide the tasks into manageable pieces and distribute the responsibilities among more people.



**Projects:** Develop projects like beautification efforts that can bring people together in a tangible, positive endeavor around the community.

**Direct Mail Registration:** Have a voluntary direct mail registration of talents, hobbies, interests, knowledge, skills, when registering cars or paying tax bills. Computerize the list and make it accessible to those who might be seeking specific talents or skills for their organization.

**Ask for Help:** Make the need for volunteers and participation widely known. Ask for assistance from the community.

**Accessibility:** Make participation possible for those who are currently unable to participate by providing transportation, car-pooling, or baby-sitting. Determine what is keeping willing people away and then solve the problem.

**Volunteer Coordinator:** Hire a person to coordinate the volunteers in the town. This person would be a central resource for all government and non-profit organizations as well as for people who are interested in participating. She/he could not only match up volunteers but could offer training programs and other types of assistance.

**Newcomers Club:** Have a club for newcomers to help orient them to the community and to get them involved.

**Superstar Program:** Have an achievement program for non-athletes in the schools to recognize people for their contributions of time. Publicize it like sports heroes are now.

**Citizen of the Week:** Spotlight one citizen in town every week. Show the positive sides of volunteering.

**Agency Forum:** Form a coalition of non-profits to improve communication and reduce turfism. It could be as simple as a yearly meeting of executives.

**Student Financial Aid:** Provide financial aid for public service, much like the military provides college financial aid for military service.

**Student Government:** Use student government to access students. Ask them for help and provide opportunities. They are usually interested in finding projects.

**Volunteer Sign-Up Cards:** Put volunteerism as a category on cards or forms that are used to ask people to contribute—such as the United Way cards.

**Public Service Announcements/Campaigns:** Get local television and radio stations to make volunteerism their public service campaign. Have recognized people make public service announcements about participation and its importance to NH's way of life and government. Make participation "popular."

**Time Management:** Make jobs do-able. Limit the time factor and if a job gets too big, divide it up so that the jobs are manageable for people with busy schedules.

**Volunteer Education and Training Programs:** Conduct programs so that people who may be interested in volunteering know what is expected of them and people who may want to volunteer but fear they have nothing to contribute will see that they can be a valuable addition to any organization or government body.

**Task Force Groups:** Use time limited, project or issue specific task forces in government. Have members be cross disciplinary to advise standing boards. Since they are of an advisory capacity only, they could include people from surrounding communities that may have some interest or expertise in the subject area.

## IMPROVE CIVIC EDUCATION

Communities across New Hampshire said that there is a need to educate both students and adults on how the system works and how to work the system. The goal is to increase interest in running for public office as well as to increase the potential for volunteerism. It should also help each community to implement the many plans that have been developed over the years but continue to "lay on the shelves." Some of the ideas for improving Civic Education include:

**Public Directory:** Develop a public directory of who's who and what's what in the business, government and non-profit sectors in the community. It should include a list of volunteer organizations, how town government works, educate the public about the responsibility of volunteering, and who needs volunteers. It should be available free to the public. Put the directory on video tape and circulate it to the video rental stores in town.



**Student Day in Government:** Encourage student involvement through activities like a student day in town government.

**Empower Students:** Involve students in the budget or decision-making processes so students see how it works and feel like they have a vested interest in the process and its outcomes.

**Practice Town Meetings:** Run student organization meetings like Town Meetings so that students have some experience in the process prior to actually attending a Town Meeting.

**Publicity:** Publicize the need for volunteers through the Public Directory (listed above), or through regular media want ads.

**Open Non-Agenda Meetings:** Conduct open non-agenda type meetings—like a welcome or hospitality night that could occur 2-3 months prior to elections or between various organizations like Kiwanis and Rotary, so that people who might be interested in running for office may learn about each of the positions and the issues they would be required to address in public office.

**Corporate Involvement:** Implement a corporate volunteer exchange program with local government.

**School/Community/Government Newsletter:** Produce a newsletter of school, community and government activities. The students could put it together. It could include how “things get done” and how to access the system.

**Readable Reports:** Make all reports readable and in everyday english so that everyone can understand what has taken place at meetings and in the decision making process.

**Voter Guides:** Produce voter guides on how to run for public office.

**Candidate Information Nights:** Conduct sessions where people who want to run for office can come to learn how and then once they are running, have forums where candidates may come to discuss their views with the voters.

**Post Information:** Post information about how town works around the town—such as at the post office or in banks . . . places that people frequent. Have one central location where all information is posted.

**School Workshops:** Have government, non-profits and business conduct workshops in the schools on issues that are important to the students, so that students can see how the process works.

**Youth Groups:** Encourage local civic and service organizations to start youth groups so that young people may learn the process and the ethic of service early in their lives.

**United Fund:** Have civic and service groups work together to create a fund to support efforts in civic education and to simplify the process.

**Disseminate Decisions:** Make certain that decisions are disseminated more widely and make them readable. Post them in places that people frequent, such as banks or the post office.

**Organization Fair:** Have a fair for organizations and government to showcase their activities and needs for participation.

**Use Existing Forums:** Encourage all organizations in the community to use their existing forums and meetings for some civic education programs.

**Media Use:** Encourage the media to respond to positive actions resulting from town meetings to help develop positive attitudes so that people want to find out about what is happening and to participate.

**Adult Education Courses:** Conduct adult education courses on how the system works and how to access it.

**Local Neighborhood Pride:** Create local pride and action, not depending on government to solve all of our problems. It is also easier to accomplish on the local level and it can be a training ground for involvement.



# IMPROVE GOVERNMENT PERFORMANCE

Many communities feel that there is a need to look at the government structure, to develop strong leadership within the community, learn how to work together and develop consensus on pressing issues, begin to minimize turf issues, increase the number and diversity of people running for elective office, and to develop ways for government and business to work together toward common goals for the community. They think that often the process needs to be simplified and that there is a need for more effective means of communicating information on the issues that is non-emotional and in a non-voting environment. The key to government performance is accountability, and the most effective method of holding officials accountable is by having the maximum number of people possible participating in the process. Some of the ideas for improving government performance include:

**Neutral Forums:** Conduct neutral forums to discuss issues without the requirement of a vote. This would take some of the emotion out of the discussion while allowing people the opportunity to have their views heard. These could include the use of trained facilitators.

**User Friendly Town Meetings:** Make town meetings more accessible by including informal informational meetings held prior to them with explanations of the impact of potential votes on articles. There could also be assistance given to the moderator on parliamentary procedures. Providing day care, transportation and phone banks to get the people out—just like they do in political campaigns—would also increase the participation at town meetings. Make it a family day.

**Tax Lottery:** To increase voter participation, make voters eligible to enter a lottery. The prize would be that the lottery pays your real estate tax bill for the year. If a renter won, the lottery could pay that part of the rent that was attributable to taxes.

**Secret Ballots:** Implement secret ballots at town meeting.

**Town Government Day:** Begin a Town Government Day, opening the offices to the public, honoring public servants, and making town government more accessible and understandable to the general public.

**Student Day in Government:** Encourage student involvement through activities like a student day in town government. Model the process from a campaign through elections and then have the students serve a day in government so they may see how the process works.

**Public Directory:** Develop a public directory of who's who and what's what in government. It should include how town government works, educate the public about the responsibility of volunteering, a list of volunteer opportunities, and who needs volunteers. It should be available free to the public. Put the Directory on video tape and circulate it to the video rental stores in town.

**Leadership Training:** Conduct leadership training programs, both on the local and the state or regional levels so that people who serve in government have the skills necessary to do the job.

**Coordinate Schedules:** Improve communication through the coordination and publication of meeting schedules, agendas, and minutes from meetings.

**Newsletter:** Develop a government newsletter. Publish it 2–4 times a year with the assistance of student interns.

**Open Office Hours:** Publish public office hours, setting a time aside when it would be convenient for the public to come in to speak to government officials.

**Open Houses or Tours:** Have open houses or tours of government or public facilities so that people understand more about government and how it functions...make people feel more a part of the process and take some of the mystery out.

**Meeting Accessibility:** Make government more accessible by conducting some of the official town meetings (such as Selectment or City Council) at various locations around town so more people may be exposed to them or may be able to attend. For example, if a meeting had a discussion about the schools, hold the meeting in the school. Hold the meetings at times when more people may attend—such as evening hours. Also, provide bus service for those who might not otherwise be able to attend—such as the elderly.

**Public/Private Sector Coordination:** Develop more cooperation between business and elected officials.

**Recruit Candidates:** Recruit more people to run for public office by stimulating involvement and showing our candidates and elected officials more respect. Publish job descriptions so people know the responsibilities of the positions.

**Apprenticeship/Mentor Programs:** Develop apprenticeship/mentor programs to bring new talent into the process. One method would be to appoint alternates to various boards in an effort to train up-and-coming leadership who then might run for office one day.



**Voting Machines:** Move away from paper ballots and towards the use of voting machines.

**Job Descriptions:** Create job descriptions for volunteers and make them widely available so that anyone interested in volunteering will know what is expected in time, talent and interest.

**Increase Number of Selectmen:** Increase the number of Selectmen so that the work load is dispersed and there is more input to a majority vote. The dynamics of three is difficult.

**Goals and Objectives:** Establish goals and objectives for the performance of elected officials and conduct evaluations against them.

**Brown Bag Lunches:** Organize brown bag lunches with elected officials to present information and to give them an opportunity to listen to public opinion.

**Feeder System:** Create ad hoc committees that could include people who may live outside an area but work in a community and have valuable input.

**Internships:** Have internships that are institutionalized so they continue from year to year. For example, instead of presenting an internship and asking for volunteers, create an internship that is always filled by a senior in the high school and make it an honor to be selected.

**Advisors Program:** Utilize the special interests and talents in the community, such as seniors or other interested parties to create an advisors program to assist the leadership in specific areas of concern.

**Entrepreneurial Attitude:** Develop and encourage an entrepreneurial attitude in the government structures.

**Paid Government Support Staff:** Consider paying support staff, such as Town Administrators to ease the burdens of the town volunteer leaders. Much of what occurs in government occurs during the day, while our elected officials are available in the evenings. The jobs have become so time consuming that fewer people are willing to run for public office. Showing and giving support for these functions might increase the numbers and quality of the people willing to run for public office.

**Adequate Government Facilities:** Many communities complained of inadequate facilities for town government which might also contribute to the lack of people willing to run for town office. Facilities and work space are an important part of making things run efficiently.

**Partnerships:** Develop partnerships with government and business—much like the school/business partnership model.

**Publicize Openings:** When openings for appointments occur, publicize them and ask for applicants. It would help to broaden the participation and could increase the expertise level on various boards and committees.

**Facilitate Voting:** Make registration and voting easier. Conduct voter registration drives in the schools.

**Board of Advisors:** Have a board of advisors to the governing bodies in a community. It's function would not be to advise on the decisions a board or committee makes but to determine or guarantee that all proper procedures were utilized in making the decision.

**Broad Participation Requirements:** Make broad based participation a requirement for any decision.

**Task Force Groups:** Utilize time limited, project or issue specific task forces. Have members be cross disciplinary to advise standing boards on all aspects or positions within the community. Since they are of an advisory capacity only, they could draw from the expertise that may be available in the surrounding communities.

**Better Use of Town Buildings:** Use town buildings for more than just government activities. Greater access to, and familiarity with, the spaces makes people more comfortable about participating in activities that relate to government within the buildings.

**Run for Office Workshops:** Conduct workshops to teach people how to run for public office.

**Open Door Meetings:** All meetings should be open door and conducted in spaces that accommodate sufficient numbers of people to view the proceedings. Spaces that only accommodate the members of the board or committee give the impression that the public is not invited and that public participation is not welcome.

**Pay:** Address the pay issue for elected officials. Many people are unable to offer their services because they must depend on their salaries to make a living. Government jobs have become full-time jobs. If you must work for a living, the time spent in government must be added onto the time spent in your paid position... leaving little time for family or friends.

**Limit Terms of Office:** Limit the terms of office of appointed and elected officials.



# DEVELOP RESPONSIVE AND EFFECTIVE LEADERSHIP

Various communities believe that there is a need to bring all the sectors together in a coordinated effort to train existing and emerging leadership in the group meeting process, conflict management skills, negotiation skills, consensus building techniques, effective use of the media, and on how to implement plans that have been developed. Improved leadership should help us to break down some of the turf issues and enable communities to increase their commitment to problem solving. This need for leadership training to improve the quality of existing and future leadership was seen at all levels of government. Some of the ideas for developing leadership include:

**Create Interest:** Interest in leadership training can be developed in a variety of ways from identifying potential candidates, holding a government day, conducting public relations campaign, or creating a brochure with goals and leadership skills required for various positions.

**Identify Skills:** Identify the skills each community wants in its leaders, such as the ability to communicate, delegate, nurture, seize an opportunity, make decisions, be assertive, obtain results, motivate, compromise, negotiate; someone with energy, tact, diplomacy, who is also self critical.

**Local Seminars and Workshops:** Develop on-going local seminars and workshops with support tools, including business, government, education, social services, and the hospitality/tourism industry. Keep them affordable early-on by using local talent first, then going for foundation grants. Educate employers to send their employees and to pay for the tuition. Investigate the models that already exist in Manchester and the Seacoast.

**Broaden Participation:** Broaden the participation in the existing leadership training programs beyond just the business sector. Include the non-profit sector and government in the programs.

**Coordinate the Three (3) Sectors:** Coordinate the three sectors (public, private and non-profit) to more effectively work together towards the common good and help them to understand and work towards their shared concerns.

**Neutral Forums:** Hold inter-disciplinary neutral forums for the community to allow people to network and learn about other aspects of the community. This would take some of the emotion out of the discussion while allowing people the opportunity to have their views heard. These could include the use of trained facilitators.

**Apprenticeship/Mentor Programs:** Develop apprenticeship/mentor programs to bring new talent into the process. One method would be to appoint alternates to various boards in an effort to train up and coming leadership.

**Paid Government Support Staff:** Consider paying support staff, such as Town Administrators to ease the burdens of the town volunteer leaders. Much of what occurs in government occurs during the day, while our elected officials are available mostly in the evenings. The jobs have become so time consuming that fewer people are willing to run for public office. Showing and giving support for these functions might increase the numbers and quality of the people willing to run for public office.

**Leadership Training Programs:** Develop leadership training programs that inform potential leaders about the community and train them in the skills necessary to be an effective leader.

**Adequate Government Facilities:** Many communities complained of inadequate facilities for town government which might also contribute to the lack of people willing to run for town office. Facilities and work space are an important part of making things run efficiently.

**Quarterly Informational Meetings:** Conduct quarterly Selectmen and Planning Board meetings that are for informational purposes only. No votes are to be taken, or cases heard. It would be an opportunity for the public and the elected and appointed officials to have a dialogue about the community. Let the government know what the public wants and at the same time let the public know how they can and should help.



**Job Descriptions:** Create job descriptions for volunteers and elected officials and make them widely available so that anyone interested in volunteering will know what is expected in time, talent and interest. Make the officials available to discuss their jobs in the schools or in public forums.

**Public Profiles:** Publish profiles of people who are in leadership positions within the community so that people can see what is involved in leadership and that it requires broad based participation to be truly effective.

**Efficient Meetings:** Train leadership in how to run efficient meetings so that more people will be interested in attending.

**Youth Leader Scholarships:** Offer leadership scholarships for students to encourage new leadership development.

**Student Mentor Programs:** Consider student mentorship programs or presentations in the schools so that students see first hand what it takes to be a leader.

**Feeder System:** Create ad hoc committees that could include people who may live outside an area but work in a community and have valuable input.

**Internships:** Have internships that are institutionalized so they continue from year to year. For example, instead of presenting an internship and asking for volunteers, create an internship that is always filled by a senior in the high school and make it an honor to be selected.

**Advisors Program:** Utilize the special interests and talents in the community, such as seniors, or other interested parties to create an advisors program to assist the leadership in specific areas of concern.

**Leadership Council:** Have an informal council made up of leaders from within the community to gather over lunch on a regular basis to share ideas, approaches, ask for assistance or ideas. Shared information often facilitates action.

**Regional Cooperation:** Devise ways to work together on a regional basis. Many of our problems cannot be solved by one jurisdiction alone and our leadership must learn to work together.

**Civic Curriculum:** Put a civic curriculum in the schools that has a leadership component. Help students to learn about leadership and train them to become tomorrow's leaders.

**Recognition:** Recognize the contributions of our leaders so that more people may be willing to step forward and serve.

**Corporate Involvement:** Encourage local business to allow their employees to become more involved in community activities and to lend their expertise.

**Task Forces:** Use time limited, issue or project specific task forces to offer expertise in given areas to our leadership. Since they would be of an advisory capacity, they would not necessarily have to be drawn from members of the community but could include the expertise of people from neighboring communities or people who work but don't live in the area.

## CREATE A COMMON VISION FOR THE COMMUNITY

Many communities feel a need to create a unified and positive vision which brings all sectors together. Some communities believe they are losing their identity and that there is a sense of low morale permeating the community. New Hampshire's people are special and we have a strong desire to build a sense of community, to protect and preserve our natural resources and to take a close look at the social issues facing us and how best to fund them. This vision would include regional cooperation and planning as well as developing a broad and diverse economic base, increased information sharing, and consensus on key issues, with respect for diversity. Some of the ideas for creating a shared, positive vision include:

**21st Century Commission:** Create a Commission on the 21st Century for each community or region to begin to develop a vision for the future.

**Central Core:** Create a central core that defines the community. It can be a village green, a particular place in town, or even a building, like a community center. What is important is that there is a physical space that people associate with "town."



**Trusts/Foundations/Land Banks:** Organize mechanisms by which people may contribute to the greater good of the community as well as to specific organizations and activities. Consider revenue generating activities such as theatre events or movie ticket sales so that there is a general fund for community improvements.

**Downtown Villages/Greens:** Continue to develop and maintain our central villages and town greens, recognizing that they are a nucleus to bring people together.

**Wish Lists:** Create wish lists and then set goals for achieving them. We have to know where we are going before we know which road to take to get there. A model being used for the wish list is the Community Cornerstones project developed by the Governor's Commission on NH in the 21st Century.

**Neutral Forums:** Hold inter-disciplinary neutral forums for the community to allow people to network and learn about other aspects of the community. There could also be the opportunity for substantial debate on the issues from all segments of the community. This would take some of the emotion out of the discussion while allowing people the opportunity to have their views heard. These could include the use of trained facilitators.

**Create Task Forces:** Bring the three sectors (business, government and non-profits) together to work on specific areas of concern and to share information. This information sharing process often shows people that there is a lot of which to be proud in the community.

**Broaden the Economic Base:** Work with outside consultants, such as the State Department of Resources and Economic Development to look at the options available and key into what the state is doing to encourage balanced development. Also begin to define economic development in other terms, such as post-secondary education or medical facilities.

**Business Development Corporations:** Create business development corporations made up of a broad cross section of the community to support the broadening of the economic base.

**Corporate Support:** Ask business to work with us to determine our strengths and weaknesses and to set priorities.

**Retain Existing Business:** Much of the negative impact in our communities comes from the closing of store fronts and other businesses, creating empty buildings in the area. We should look at some of the ways in which we support existing businesses or hinder their development through over-regulation.

**Expand Tourism:** Look at expanding our tourist base beyond the normally targeted markets and expand the off-season visitor base. Work with neighboring communities instead of competing with them for the tourist dollar.

**Protect Natural Resources:** Protect our natural resources through zoning, the master planning process, preserving the character of our village centers, and through education of the people who live here. Start by defining and inventorying resources, reviewing existing beautification or conservation plans, and, if necessary, creating a special task force to bring all interested parties together.

**Deal with Social Issues:** Assess the needs in the community, prioritize them and then educate the public about the needs.

**Have Fun:** Create opportunities for people to come together to celebrate the community. It can be a community-wide fair, a pot-luck supper or just a social hour to compare notes and get to know each other.

**Civic Association:** Create a Civic Association to coordinate activities in town across the various interest groups...to look at the town as a whole, rather than the sum of its parts.

**Social/Civic Master Plan:** Develop a long range civic master plan that is visionary and is broader than just government, or planning or zoning. It should include a vision of the future. It should include development, land use and acquisition, population growth, what type of education we want for our children, what type of environment we want and how to guarantee we get what we want. It should include all sectors in the planning stages.

**Community Survey:** Conduct a community survey to generate interest in the planning process and to begin to focus attention on improving the image of the community. Identify what is unique and special about the community.

**Marketing Campaign:** Market the positive aspects of a community. Put good news in the media and information about the things that make the community special and unique.

**Projects:** Develop community-wide projects like beautification efforts that can bring people together in a tangible, positive endeavor around the community.

**Civic Profiles:** Conduct Civic Profile type meetings as "quarterly town meetings" to air discussion and share information.

**Consumer Power:** If a newspaper only prints negative aspects of your community, get local businesses to boycott those papers for their advertising placement.



**Neighborhood Improvement Contests:** Have contests that focus on smaller communities within the town and give prizes so that people develop pride in their communities.

**Pride Days:** Have days that are set aside to promote the positive aspects of a community. They could also be an educational tool by informing the public about the history of the area.

# IMPROVE COMMUNICATION AND INFORMATION SHARING

Throughout New Hampshire, residents are amazed at the amount of activity going on in their communities, about which they knew very little. Once this information is exchanged, involvement in local activities tends to increase and resources are developed. In several communities, just letting people know of a plan seemed to expedite the implementation. We were repeatedly told that one of the more powerful aspects of the Civic Profile process has been the sharing of information in a non-adversarial format. Some of the ideas for improved information sharing include:

**Neutral Forums:** Conduct neutral forums to discuss issues without the requirement of a vote. This would take some of the emotion out of the discussion while allowing people the opportunity to have their views heard. These could include the use of trained facilitators.

**Town Brochure:** Develop a public directory of who's who and what's what in the business, government and non-profit sectors in the community. It should include a list of volunteer organizations, how town government works, educate the public about the responsibility of volunteering, and who needs volunteers, a map, phone numbers, emergency numbers, town services and facilities, office hours, meeting dates and times. It should be available free to the public. Put the directory on video tape and circulate it to the video rental stores in town.

**Community Bulletin Board:** Have specific sites in town designated as Community Bulletin Boards where people can put up information about what is happening in town. Place them in heavily used areas.

**Volunteer Fair:** Organize a fair to highlight volunteer activities in the community.

**Old Home Days:** Use Old Home Days as an information vehicle for organizations and activities in town.

**Town Meeting:** Utilize the breaks in town meeting as a time for organizations to showcase their work, ask for volunteers, distribute information about the community.

**Civic Association:** Create a Civic Association to coordinate activities in town across the various interest groups.

**Central Media Source:** Develop one common source of information where all people in town expect to get their information about what is happening in town. All organizations would then know the most important place to get their information placed.

**Central Drop Box:** Develop one central source to drop off information about town activities that could then be resourced by the media. It would make everyone's work a lot easier, as everyone would have to go to only one point to get the job done.

**Community Media Training:** Train people on how to use the media effectively and that media accessibility is a bottom up responsibility. It is up to each of us to put our information forth. We cannot rely on an investigative reporter to get the word out.

**Public Input:** Require time for public comment at the beginning of all public meetings.

**Published Agendas:** Require public officials to publish agendas, minutes and votes of all public meetings. Meetings could also be televised or taped for future review for those who may not be able to attend meetings. Publish regular articles in the local papers about various board activities.

**Accessible Meetings:** Hold meetings in accessible locations so that people may attend. Have standard dates and times. Consider moving meetings to various locations, such as at a mobile home park if mobile homes are a topic of discussion at the meeting.

**Town Video:** Produce a video about the town and its history. Place it in video stores, schools and other locations so that people may easily have access to it.



**Letters to the Editor:** Encourage people to write letters to the editor. A few letters on one subject (positive or negative) is considered worth listening to by the media. They cannot know if we appreciate their coverage or not, if they never hear from us.

**Suggestion Boxes:** Place suggestion boxes around town so that if people have an idea or want to share information, but cannot attend meetings, they can write out their suggestions and place them in the box.

**Newsletter Exchange:** Initiate a newsletter exchange. It could be sending your organizational newsletter to other organizations or including key articles about other organizations in your newsletter.

**Ombudsman:** Create an ombudsman, or clearinghouse for information. Make it formal and institutionalized so that there is one resource to serve the entire community.

**Speakers Bureau:** Institute a speakers bureau to arrange for people to speak about various issues or organizations at functions around the community.

**Summer Town Meeting:** Conduct summer town meetings for tourist areas so that property owners and summer residence may become a more viable part of the community.

**Target Information:** Make the information appropriate to the audience and of interest to them. A simple example is that in a summer tourist area, the appropriate message may simply be "don't litter."

**Cross-Group Activities:** Conduct activities between or among various groups. While participating in an activity together they will learn about what each others group does and share information.

**Town Report:** Make the town report widely accessible. If it can't be mailed to every home, make multiple copies of it available in the library or other public places, to be checked out by residents.

**Talk Shows:** Have a "Good Morning (name of region) Talk Show" on the radio or cable television. It could contain relevant information about the towns and could be run by the local high school students. It could serve the dual purpose of sharing information in the region and training students in leadership and civics.

**Brown Bag Lunches:** Have weekly or monthly brown bag lunches with elected officials to informally share ideas, hear what is going on in the community, and have the opportunity for elected and appointed officials to hear from their constituents.

**Information Cards:** Hand out information cards about the community to people when they pay their taxes or register their cars.

**Information Hotline:** Have a telephone hotline that people could use to get information on how to access the system or information about an event or issues that may be important in town at the moment.

**Community Calendar:** Have a central community calendar of events that gets widely distributed throughout town.

**Information Clearinghouse/Booth:** Have one central place/source for information gathering and dissemination.

**Cable Television:** Develop cable television access for local community activities.

**Data Base:** Develop a data base of information about the community and its services. Make it easily updated and widely available. It could be used for all sorts of things—from getting information out about events, to updating town brochures.

**Media Resource Directory:** Inventory the local media outlets—from television and radio, to local newspapers, newsletters, bulletin boards, and all the other methods of distributing information and publicize the information broadly.

**Timely Information:** Make certain that information is distributed in a timely fashion so that people may use it more effectively.

**Community-Wide Communication Strategy:** Develop a community-wide strategy that everyone knows and understands so that information is shared uniformly.

**Devoted Newspaper Space:** Get local papers to commit to specific space for town news.

**Multiple Access Points:** Develop multiple access points for people to obtain information. For instance, video tape meetings for those who may not be able to attend.

**Kiosk:** Place a kiosk on the green for community announcements.



**Publish Ballots:** Before elections, publish ballots and what various votes will mean.

**Use Existing Forums:** Make information available where people are—in the malls, coffee shops, at work, churches, real estate agents, at car registration sites. Print information on the backs of tax bills, bank statements, utility bills, or other regularly distributed pieces of information.

**Personal Contact:** Share information one-on-one. Don't assume that because you know a piece of information, that your neighbor or friend is aware of it.

## IMPROVE REGIONAL PLANNING AND INTERGOVERNMENTAL RELATIONS

There are many issues that have been identified across New Hampshire, that no matter how talented the local leadership may be, require the cooperation of various regional, local and state governmental entities. Some of these issues include solid waste and recycling, hazardous waste, transportation, waste water and water quality, land use planning, air quality, affordable housing, recreational resources, education, and healthcare. Communities told us that local control was important so that ways had to be developed to help communities with varying economic and social structures to work more effectively together to solve their common problems. Some ideas to improve regional planning and intergovernmental relations include:

**Watchdog Groups:** Have local city councils or boards of selectmen act as watchdog groups for regional activities.

**Informal Meetings:** Reinstitute the informal regional meetings of local elected officials. Have them meet on a regular basis.

**Information from the State:** Obtain more information to and from our state representatives.

**Users Fees:** Implement users fees for regionally or state mandated programs.

**Spending without Mandates:** Develop a mechanism in which state taxation could go back to the local community for expenditure without mandates from the State . . . some flexible money to deal with each community's unique problems.

**Education:** Educate the public on how important regional cooperation is in our capacity to solve our problems.

**Regional Civic Forum:** Create a regional civic forum that draws from all sectors of the region to deal with issues that are area-wide in nature and that cross the traditional boundaries of responsibility and authority. This could be an opportunity to look at the region as a whole and to set a vision for the future.

**Neutral Forums:** Conduct regional neutral forums to discuss issues without the requirement of a vote. This would take some of the emotion out of the discussion while allowing people to have the opportunity to have their views heard. These could include the use of trained facilitators.

**Joint Economic Development Councils:** Develop councils made up of local and regional and state governments as well as business and non-profit interests.

**Distribute County Reports:** Distribute county reports better and more widely so that people understand what county government does.

**Disseminate Information:** Disseminate more information about regional issues and their impact on local communities.

**Use of Town Reports:** Put regional and county information into individual town reports.

**Inter-Town Board Participation:** Invite people from neighboring towns onto appropriate boards and commissions, such as solid waste disposal or water use.

**Rotate Planning Board Members:** Rotate members of planning boards from adjoining communities so that concerns about development are shared.

**Joint Planning Board Meetings:** Conduct regular joint planning board meetings between the boards of adjoining towns.

**Welcome Wagon Information:** Have regional Welcome Wagon type information for newcomers.

**County Days:** Have County Days events that would be fun and informative and that could highlight organizations and activities that are happening in various towns in a specific area as well as regionally. It could be informational as well as an opportunity for communities in a geographic region to bond together.

**United Fund:** Pool community resources to solve region-wide problems.

**Long Range Planning:** Conduct long range planning on regional issues such as education, the environment, development, land conservation, water quality, or solid waste disposal.



**Information Hotline:** Have a telephone hotline that could function as a regional resource and referral activity.

**Business Involvement:** Get business involved in solving some of the regional problems and in being a central vehicle around which to bring people together since business usually must work regionally already.

**Attend Hearings:** Have people designated in the community (such as Selectmen or City Councillors) who are designated to attend regional meetings so that the local community needs are factored into regional decision-making.

**Coordinate Local Chambers:** Coordinate local chambers of commerce so that economic development is accomplished in a collaborative manner instead of competitively from community to community.

**Dump Networking:** Share regional information or information about different towns at each others dumps.

**Inter-County Organization:** Create an inter-county organization to represent various geographic areas and constituent groups and give it decision-making authority. The members could be elected on a regional basis and act as a regional project manager identifying, prioritizing, and acting on issues by devising plans and coordinating execution of those plans. They could be empowered to arbitrate and mediate inter-city issues. It could be coordinated out of some entity like the University System to draw on their expertise on issues and such areas as conflict resolution or use of facilitators.

**Legislate Cooperation:** Legislate cooperation between communities on regional planning. Currently, participation on regional planning organizations is all voluntary.

**Civic Profile:** Conduct Civic Profiles for regions so that they may begin the visioning process in a neutral environment.

## INCREASE LOCAL PHILANTHROPY

Communities across New Hampshire expressed an interest in developing mechanisms to increase philanthropy for general community activities as well as for specific organizations and services. Property taxes cannot continue to increase to cover the costs of many local improvements which means that many improvements do not occur. This in turn begins to erode the positive images within a community. Some ideas to improve local philanthropy include:

**Recognition:** Develop mechanisms to publicly recognize the deeds and gifts of people in the community. . . to let everyone know just how much they are needed and appreciated.

**Corporate Goals:** Develop community-wide corporate goals for giving. Make this information widely known.

**Coordination:** Coordinate events and appeals so that organizations are not competing for the same dollars.

**Impact Fees:** Place part of the amount raised by impact fees into a general trust for community projects, organizations or improvement.

**Joint Events:** Have joint fundraising events to lessen the burden on any one organization and minimize the numbers of times residents are asked to participate or give.

**Tax Check-Off:** Have a place on tax bills or car registrations where people may check off to make voluntary contributions to a community improvement fund.

**Civic United Way:** Have a Civic United Way modelled after the United Way where people could make contributions through payroll deductions to a fund for government sponsored type community improvement projects.

**Community Foundation:** Have some sort of broad based community foundation to fund those activities that may improve the community life but may fall outside normal government services. It could also be a place for people to leave money and land in wills.



# INCREASE THE CAPACITY FOR COOPERATION AND CONSENSUS BUILDING

Every community has conflicts and issues that are troublesome. However, some communities can come to a decision and move on to other areas of concern, while others become mired down in the conflict which seems to then permeate all activities in the community. Many communities saw that during the Civic Profile process, people who traditionally disagreed came to agreement and had common visions for their communities. They could then agree on solutions. Participants felt that it was important to develop various methods of consensus building and to try to find ways to share information and come to agreement before issues become conflicts. Some ideas on increasing the capacity for cooperation and consensus building include:

**Long Range Planning:** Develop long range planning mechanisms because long range planning builds consensus and helps to avoid crisis management which leads to heated discussions.

**Coordinate the Three (3) Sectors:** Coordinate the business, government and non-profit sectors to work together towards the common good of the community. If they help each other and share information, more can be accomplished. If their three perspectives are shared early and often, many of the usual conflicts will not arise.

**Brown Bag Lunches:** Conduct regular brown bag lunches with elected officials to give the public an opportunity to hear what is going on in town and for elected officials to hear from their constituents in a non-formal way.

**Cable Community Forums:** Conduct forums about various issues on cable television. They could include a phone-in segment for viewers at home to ask questions of the panelists.

**Neutral Forums:** Conduct yearly neutral forums, like the Civic Profile to discuss visions for the community rather than focusing on specific issues.

**Accessible Meetings/Inclusiveness:** Make everyone feel welcome in the process and give them an opportunity to participate and have their feelings known early on in the process. Hold meetings in accessible places with plenty of room for people who may wish to attend. Being accessible includes considering days of the week, times, and locations of meetings, as well as transportation to and from, and possible baby-sitting services.

**Disseminate Information:** Develop more effective means to get information out to people in a better and more timely method so that information may be used more effectively in the decision-making process.

**Training Programs:** Develop programs to train people, particularly elected and appointed officials, on consensus building, negotiations and conflict management skills and on how to run effective meetings.

**Civic Association:** Start a civic association that is non-issue oriented as an umbrella for all organizations in the community to come together and be heard.

**Facilitators:** Use trained facilitators from outside the town when an issue is likely to be heated. Possibly find towns who have trained facilitators and conduct a volunteer facilitator trade...each of you provides a facilitator to the other free of charge.

**Common Interests:** Develop ways for people to come together around common interests rather than just always issues. For example, road clean-up days or community improvement/pride days, or in regional activities such as Earth Day.

**State Cooperation:** Try to get more state cooperation in helping communities with conflict.

**Student Involvement:** Get students involved. When our youth are involved, we tend to rally around them.

**Communicate:** Increase communication on all levels. The more people are told, the less chance that mis-information will be able to create conflict.

**Mediators:** Designate one person in each organization to act as a mediator between that organization and the town.

**Mediation Boards:** Create mediation boards to review issues before they become public fights.

# THANKS TO OUR DONORS

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Malcolm Washburn  
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Beatrix Trowbridge (Commission Coordinator)  
June, 1989-June, 1990

**The Commission was established in June, 1989**





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## STATEWIDE STAKEHOLDERS TASK FORCE

### **For Providing On-Going Advice and Council**

John B. Andrews: NH Municipal Association  
Stephen P. Barba: NH Travel Council  
Carolyn Benthien: United Way of  
Greater Manchester  
Louis Chagnon: Business & Industry Association  
K. Thomas Decoster: NH Wildlife Federation  
Walter N. DeWitt: The Granite Foundation  
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Sylvio L. Dupuis: Catholic Medical Center  
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Lawrence Robinson: Granite State Independent  
Living Foundation  
Marcel Veilleux: NH Bankers Association  
Kimon Zachos: Partner, Sheehan, Phinney, Bass  
& Green Professional Associates

**The Task Force was established in  
fall 1989**

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Lindsay Shearer: Project Manager, Civic Profile  
Jeffrey H. Taylor: Director, Office of State Planning

## FOR PROFESSIONAL, PROMOTIONAL and CONSULTING SERVICES IN KIND

Ron Fleming: Townscape Institute  
Christopher T. Gates: National Civic League  
Patrick Jackson: Jackson, Jackson & Wagner  
Michael Kitch: N.H. Savings Bank Corp  
Jack Lutz: Institute for Policy and Social  
Science, UNH  
Joseph Michaels: US Dept. of Agriculture  
Forest Service  
Richard Moore: Writer and Editor, Final Report  
Lindsay Shearer: Shearer & Connelly Consulting  
Services  
Allan Sprague: NH Association of Broadcasters  
Edward Tomey: Organizational Consultant

## FOR RUNNING QUESTIONNAIRE AS A PUBLIC SERVICE

Concord Monitor  
Coos County Democrat  
Eagle Times  
Foster's Daily Democrat  
Keene Sentinel  
Laconia Evening Citizen  
Lawrence Eagle Tribune  
Littleton Courier  
Milford Cabinet  
Nashua Telegraph  
New Hampshire Sunday News  
Peterborough Transcript  
Portsmouth Herald  
Weekly Market Bulletin-Department of Agriculture

## FOR SERVING AS VALUABLE RESOURCES TO THE COMMISSION

Shirley Adamovich: Department of Cultural Affairs  
 Gary Anderson: Cineworks  
 Randall Arendt: Center for Rural Massachusetts  
 Janis Balke: New Hampshire School Boards Association  
 Elizabeth Bedard: Office of State Planning  
 Linda Bisson: Public Utilities Commission  
 Frank O. Buhl: First NH Banks Inc.  
 John C. Calhoun, Jr.: John Calhoun Associates  
 Janet Conroy: Southern New Hampshire Regional Planning Commission  
 Nancy Craig: nh Partners in Education  
 Thomas Deans: Northern New Hampshire Foundation  
 Peter Dolloff: Superintendent of Schools, Merrimack  
 Julie Renaud Evans: Berlin Development Department  
 Sharon Francis: Connecticut River Valley Resource Commission  
 Brian Grip: Office of the Governor  
 Lawrence E. Goss, Jr.: Provan and Lorber, Inc.  
 Martin L. Gross: Sulloway, Hollis and Soden  
 Richard Hamilton: White Mountain Attractions  
 William B. Hamilton, Jr.: State Council on the Arts  
 David Harrigan: Central New Hampshire Regional Planning Commission  
 Paul Krohne: New Hampshire School Boards Association  
 Judith Lonergan: UNH Extension Service  
 Odds Bodkin: Storyteller

Resources to Commission (continued)  
 Bernard Lucey: Division of Water Supply & Pollution Control  
 Linda C. McGoldrick: Northern NH Foundation  
 George Moulton: Connecticut River Valley Resource Commission  
 Charles Niebling: New Hampshire Timberland Owners Association  
 Carl Noyes: First NH Banks Inc.  
 Gary Olson: New Hampshire Resource Recovery Association  
 Susan Parker: League of Women Voters  
 Walter Peterson: Franklin Pierce College  
 Kendra Stearns O'Donnell: Phillips Exeter Academy  
 Edward Schmidt: Public Utilities Commission  
 Wallace Stickney: Department of Transportation  
 Robert Varney: Department of Environmental Services  
 Sarah Voll: Public Utilities Commission  
 Bernard Waugh: New Hampshire Municipal Association  
 Gus Zaso: Leisure Management and Tourism, UNH

## FOR EXTRA HELP WHEN HELP WAS NEEDED

Andover Inn, Andover  
 ELM Community Center, Winchester  
 Epsom Fire Department, Epsom  
 Exeter Inn, Exeter  
 Exeter Public Library, Exeter  
 First Capital Bank of Concord  
 First Congregational Church, Lebanon  
 Fox Ridge, Conway  
 Granite Street Bar and Grill, Manchester  
 Greater Manchester Chamber of Commerce  
 Hart's Turkey Farm, Meredith

Extra Help (continued)  
 Inn at Mill Falls, Meredith  
 Kendall Insurance, Rochester  
 Lebanon Senior Citizen Center, Lebanon  
 Lilac Pavilion, Rochester  
 New Hampshire Technical Institute, Concord  
 Olde Susannahs, Lancaster  
 Rockingham County Nursing Home, Brentwood  
 Sheehan, Phinney, Bass and Green, P.A., Manchester  
 Society for the Protection of New Hampshire Forests, Concord  
 Sunapee State Park, Newbury  
 Winchester STAR, Winchester

## FOR ON-GOING INVOLVEMENT AND PARTICIPATION IN THE DELIBERATIONS OF THE COMMISSION'S TASK FORCES

Guendoline Brown: Cooperative Extension, UNH  
 Robert Edmonds: Cooperative Extension, UNH  
 Martha Fuller-Clark: Inherit New Hampshire  
 Christopher Jennings: Office of Vacation Travel  
 Dennis Meadows: Institute for Policy and Social Science, UNH  
 Richard Osborne: WKXL Radio  
 Stephen Rice: Department of Resources and Economic Development  
 John Schott: NH Timberland Association  
 David Scott: Office of State Planning  
 Stephen Taylor: Department of Agriculture  
 Stuart Wallace: Division of Historical Resources



## FOR HELPING THE COMMISSION WITH ITS EDUCATION INITIATIVE

Patricia Ball: Manchester Parkside Junior High  
Barbara Barbour: Manchester Central High School  
Ron Cahill: Hillsborough-Deering High School  
Donna Ciocca: Walker Elementary School, Concord  
John Collins: Manchester West High School  
Alicia Cross, Hopkinton High School  
William Ewert: Bureau Administrator, Department of Education  
Helen Schotanus: Primary Education, Department of Education  
Margaret Sullivan: Secondary Education, Department of Education  
David Guild: Concord  
Gretchen Guild: Lapham Miller Associates  
Dawn Hammond: Office of the Governor  
Betty Hilliard: Retired Senior Volunteer Program  
David Hodgdon: Pembroke Academy  
Jerrie Koziell: South School, Londonderry  
Marjorie Lee: Interlakes High School  
Chris McLeod: Concord High School  
Linda Nelson: Barnstead Elementary School  
Marianne O'Clair: Office of the Governor  
Sue Place: Rundlett Junior High School, Concord  
Kate Schoedinger: McElvie Elementary School, Bedford  
Eleanor Thorsell: Laconia Middle School  
Kate Wentworth: Newmarket Elementary School

### Education Initiative (continued)

Alton	Hampton	North Hampton
Amherst	Hollis	Pelham
Auburn	Hillsborough	Penacook
Bedford	Hooksett	Pittsfield
Belmont	Hudson	Plainfield
Berlin	Jaffrey	Plaistow
Canaan	Keene	Plymouth
Claremont	Laconia	Rindge
Colebrook	Lisbon	Rye
Concord	Litchfield	Salem
Conway	Londonderry	Sandown
Danville	Lyndeborough	Somersworth
Deering	Manchester	Strafford
Dover	Marlboro	Tilton
Durham	Meredith	Washington
Epping	Merrimack	Westmoreland
Epsom	Milton	W Stewartstown
Exeter	Nashua	Wilton
Gilford	New Hampton	Windham
Groveton	Newmarket	

## FOR HELPING THE COMMISSION WITH THE FARM AND FOREST EXPOSITION SPECIAL PROGRAM

Elizabeth Corell: Department of Agriculture  
J.B. Cullen: NH Division of Forests and Lands  
Donna Denningham: Department of Agriculture  
Barbara Fales: Trust for New Hampshire Lands  
Charles Levesque: Trust for New Hampshire Lands  
Sara Thorne: Trust for New Hampshire Lands  
Susan Thoresen: The Thoresen Group

## FOR PROVIDING ADMINISTRATIVE ASSISTANCE

Denise Adjutant: part-time Exec. Secretary for the Commission, August, 1989-August, 1990  
Lynne Cournoyer: New Hampshire Charitable Fund  
Margaret Hammond: part-time Exec. Secretary for the Commission, September, 1990-1991  
Rita Quinn: Society for the Protection of NH Forests

## FOR PROVIDING COMPUTER, CARTOGRAPHIC AND GRAPHIC ASSISTANCE

Stephen Allen: Programmer, Office of State Planning  
Kenneth Gallager: Principal Planner, Office of State Planning  
Bratrice Jillette: Designer, Office of State Planning



## FOR PARTICIPATING IN THE CIVIC PROFILE PROJECT

Carole Adams	Bernadette Benard	Rachel Bullman	Jane Conklin	Jim DeSouza	Mark Farnham	Ronald Goodspeed	Joyce Hill
Rudolf Adler	Bruce Bender	Robert Bumstead	Diane Connell	Edouard Desrochers	Bruce Farr	David Goodwin	Jeffrey Hillier
Nanci Allard	Dana Benner	Rob Burbank	William Conner	Mark Detscher	Lewis Feldstein	Dorothy Goodwin	Laura Hirsch
Frank Amarosa III	Gary Benner	Mary Burch	Bradford Cook	Walter DeWitt	John Felice	Christopher Gordon	John Hoben
Robert Ambrose	Randall Benthien	Stephen Burns	Kevin Cooney	Joseph Diamant	John Fergie	Fran Gospodarek	Christine Hodecker
Marcia Ammann	Carolyn Benthien	Linda Burns	Mary Ann Cooney	Douglas Dicey	Robert Fisher	Bonnie Goudreau	Christopher Hodgdon
Carol Andersen-Botsford	Lloyd Berfield	Sue Burrows	Deborah Cooper	Jeffrey Dick	Gail Fisher	Shasta Grant	John Hodsdon
Amy Anderson	Andrew Bergquist	R. Burt	Frederic Copp	James Dickerson	Orville Fitch II	John Graves	Mary Ellen Hoerman
John Andrews	Becky Berk	Gary Burton	Tony Coraine	Monte Diebold	Merton Fletcher	James Gray	Daniel Holmes
Maurice Arel	Len Bernard	Raymond Burton	A. Coraine	Florentina Dinu	Larry Flint	Richard Green	Jill Homberg
Stephen Arling	Joseph Bernstein	Wanda Bye	Sandy Corbett	Catherine DiPentima	Mary Flynn	Frederick Griffin	Mary Jane Hopkin
Maureen Armstrong	Marilyn Berry	Rachel Canon	Lin Cossaboon	Norman Dobson	Donald Fontaine	Ruth Griffin	Beatrice Hopkins
William Armstrong	Elliott Berry	Curt Cardine	Dorothy Cosseboom	Gibb Dodge	Jeanne Foster	Mary Griffin	Maria Horn
Treat Arnold	Monica Bickford	Beverly Carignan	Lauren Cotter	Jacquelyn Domaingue	George Foster, III	Brian Gripp	Lauren Horton
Paul Ashnault	Richard Bickford	Patricia Carrel	Deborah Cowan	Irene Domini	Pauline Fournier	James Griswold	Tiffany Horton
Elias Ashooh	Harold Bigelow III	Sally Carter	Louis Craig	Thomas Donovan	Joan Fowler	Jerome Grossman	Ellis Howard
Bart Bachman	David Blake	Jose Casado	Beatrice Craig	Christie Drago	Richard Fowler	Michelle Guiliano	Gerald Howe
James Bachman	Barbara Blenk	Maureen Cason	Susannah Cranage	Susan Drinker	Dennis Francis	Robert Gustafson	Arthur Howes
Jeff Badger	Melinda Blodgett	Jane Cassels	Wilfred Ceteau	Robert Duchesneau	Patricia Frasier	Robert Hall	James Hughes
Cindy Bagley	Paul Bofinger	Frank Catanese	Patti Crooks	Richard Duckoff	Elenore Freedman	Fred Hall, Jr.	Gregory Hunter
Robert Baines	Matthew Bonaccorsi	Connie Catanese	John Crosier	Terri Dudley	Eleanor Freiburger	John Hallahan	Lindsay Huppe
Fred Baker	Loui Bonaccorsi	Marcus Catsam	William Crowley	David Duff	Jameson French	Andrew Hamlin	David Hurley
Gayle Baker	Bruce Bond	Holly Cedarstrom	Jack Cullity	Patrick Duffy	Sharon French	Corinna Hammond	Daniel Hussey
George Bald	Tom Bonner	Jonathan Chaffee	Paul Cummings	Margaret Duhamel	Lee French	James Hammond	Kenneth Hussey
Stephen Barba	Robert Bouchard	Louis Chagnon	Karen Cummings	Sylvio Dupuis	Howard Fried	Mary Louise Hancock	Heidi Hutchison
Ceylon Barclay	Roger Bouchard	Mary Chambers	John Curran	Carol Dustin	Patricia Friedman	Daniel Harkinson	Holly Hyde
Barbara Barksdale	Brian Boudreau	Virginia Chandler	Frank Cutrone	Leona Dykstra	Deborah Fromuth	Rick Harkness	Mary Ellen Ianzito
Carol Barleon	Aimee Bourassa	Arlene Chapman	Arnold Cutting	Juliana Eades	Thomas Gage	Seth Harkness	Alice Irwin
Bruce Barndollar	Ann Bourque	Janice Chapman	Joseph Czajkowski	Aurore Eaton	Michelle Gagnon	Deborah Harpin	Robert Jackson
Sandrita Barnes	Mark Bourque	Henrietta Charest	Zeke Dagenais	B. J. Eckardt	Andrew Galarneau	John Harrigan	Carol Jacques
Maureen Barrows	Josh Boynton	Dean Chase	Michael Dagostino	John Edgar	Larry Gammon	John Harrington, Jr.	Ronald Jager
Janet Barry	Donald Brabant	Jeanne Childs	Linda Dalianis	Cindy Edgerly	Christopher Gates	Glenn Hart	Barbara James
William Bartlett, Jr.	William Breed	Michelle Chute	Pearl Davidow	Valerie Edwards	Gary Gaudet	John Heath	Gregory Janas
Joe Barton	Cynthia Briggs	Kenneth Clarke, Jr.	Maureen Davis	Fred Eibell	Linda Gee	Mary Heath	Jerry Janelle
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Angie Bascom	Muriel Broad	Charles Clement III	Ben Davis	Patrick Eisenhars	Billie Gianouzis	Robert Hemenway	Harold Janeway
J. Baughman	Edward Broad	Cotton Cleveland	Tom Deans	Sandra Elder	Judith Gilbert	Warren Henderson	John Jaworowski
Kim Beals	Jeffrey Brodsky	Alan Cleveland	Andrew Deardorff	Steven Eliscu	William Gilman	Linda Henderson	Shelley Jenis
Pamela Bean	David Brooks	Sharon Clifford	Harry Deas, III	Jonathan Ellis	Jim Gilmore	Dawn Henderson	Jennifer Jenkins
Terry Beaudit	Peter Brothers	Ellie Cochran	K. Thomas Decoster	Merilee Ellsworth	Donald Gilmore	Dale Henderson	James Jensen
Jane Beaulieu	Clarissa Brown	Ken Colburn	Rick DeMark	Leigh English	Ray Giroux	Bette Henneberry	William Johnson
Helene Beauregard	Carole Brown	Stacey Cole	Ronald Demers	Eli English	Daniel Glasner	David Henry	Angela Johnson
Joseph Behre	John Brown, Jr.	Kenneth Cole	John Dennis	Nancy Esquivel	Jet Goldberg	David Henry	Robert Johnson, CPA
Cliff Below	Barbara Bryant	Reuben Cole	Ellen DeNobile	Thomas Fagan	David Gompers	Robert Herbert	D. Johnstone
Christy Belvin	Frank Buhl	Florence Condran	Sr. Carol Descoteaux, CSC	Robert Falkenburg	James Goodrich	J. Richard Higgins	Barbara Jones



## FOR PARTICIPATING IN THE CIVIC PROFILE PROJECT

Dan Jones	Lee Learcon	Anne McDonough	Lisa Neff	Constance Pitcher	Thomas Schwieger	William Sturtevant	James Wechsler
Kevin Jones	Robert Leavitt	Patrick McGee	Christine Nelson	Stanley Plifka, Jr.	Judy Scothorne	Frederick Sullivan	Cyrene Wells
Sandra Jones	Nigel Leeming	Nancy McGuiness	Jan Nelson	Marian Polaski	Jay Seavey	Grace Sullivan	Richard Wells
Michael Joseph	Fran Lefavour	William McKeagney	R. Scott Nelson	David Polhemus	William Seed	Misbah Tahir	Dan Wensley
Robert Joyce	Regis Lemaire	Marilyn McKenna	Michael Netkovick	Judith Posner	James Seppala	Sandra Tanquay	Carol Westervelt
William Jutras	Sheila Lemos	Matt McKenney	Carolyn Nicholson	Peter Powell	Joseph Setzer	Leon Taylor	Sandee Westfall
Michael Kaliski	Robert Leonard	Virginia McKinnon	Bennet Nicholson	James Preisendorfer	James Shanahan, Jr.	Mark Taylor	Joseph Westfall
Joseph Kane	Mark Letendre	John McKinnon	Ruth Norton	John Prentiss	Doreen Sharp	Jeffrey Taylor	Margaret Wheeler
Ronald Katz	Stephen Lewis	John McLane, Jr.	Sonia Noyes	Barbara Prentiss	Steven Shea	Jeff Tenney	Angie Whidden
Sandra Keans	Willmott Lewis, Jr.	Isabel McNamara	Carl Noyes	Susan Proctor	Lindsay Shearer	Jim Tethers	Jeffrey White
Jane Kearns	Catherine Linehan	Timothy McNamara	Glenna Nutter	Paul Przybyla	Patrick Sheeran	Judith Thayer	Betty Whitney
William Keefe	Dennis Littky	Signe McQuaid	George O'Brien	Suzanne Puchacz	Roger Shevenell	Douglas Theuner	Brendan Whittaker
Jan Keefe	Mary Lizi	Brendan McQuaid	Frederick O'Brien	Charles Puksta	C. Russell Shillaber	Town Thomlich	Henry Whittemore
Phyllis Keeney	Robert Lord	Dennis Meadows	Shane O'Hare	Thomas Putnam	Mary Shriver	Travis Thompson	Raymond Wieczorek
Norwood Keeney	John Loud	Francis Megan III	Gary O'Neal	Jean Putonen	Anthony Simon	Hal Thornton	Beverly Wiegler
Norwood Keeney, III	Peter Lovely	Donna Menzi	Daniel O'Neill	Michael Quinn	Virginia Simoneau	Cathy Thurston	George Wiggin
Susan Keil	Vyron Lowe	Lorraine Merrow	J. O'Neill	Sherry Rafferty	Maggy Sineory	Ed Tomey	H. Wilcox
John Kelleher	Stephen Lubelczyk	David Messier	Ernst Oidtmann	Mary Rauh	Timothy Sink	Nathan Torr	Tanya Wilkie
Kennett Kendall, Jr.	Sheila Lucier	Dorothy Milbury	Mark Okrant	Georgina Reagan	Hilary Sklarin	Brad Trafton	Diane Wilmot
Theresa Kennett	Thomas Luck	Marilyn Miller	Beatrice Olden	Leonard Reed	Kenneth Skofield	Stephanie Treadwell	Karen Wilson
Philip Kenney	Curtis Lunt	James Miller	George Olson	Alan Reed-Erickson	Richard Slater	Mark Tripp	Karen Wingard
Jane Keough	Kenneth Lydecker	David Miller	Kenneth Ortmann	Carol Resch	Hannah Smalltree	Robert Tripp	Susan Wood
Leo Kershaw	Margaret Lynott	Lawrence Miller	Robert Otto	George Rheault	Peter Smith	Bea Trowbridge	Harry Wood, III
George Kessop	James Lynott	Stephen Miller	Eliot Page	Robert Rich	Stephany Smith	Raymond Truncellito	Billie Worth
John King	Lawrence MacLeod	Mark Miller	Susan Page	Earl Rinker III	Steven Smith	J. Arthur Tufts	Burleigh Wyman
Gail Kinney	Ronald MacDonald	Ellen Milotte	Robert Paglia	John Rist	Scott Smith	Roger Turgeon	Lucy Wyman
Thaddeus Klemarczyk	Vicki MacDougall	Arthur Milrod	Sean Palmer	Pamela Roach	Steve Smith	Prudence Tylanda	Michael Yatsevitch
Gigi Klipa	James Maher	Albert Miltner	Toni Pappas	Roland Roberge	John Snow	Suzanne Uncles	Dr. Yeagley
Peter Koziell	Joseph Maiola	Ben Mirtell	Michael Parda	Lewis Roberts, Jr.	Ann Snow	Julie Van Cor	Robert Yeaton
Ruth Krenn	Tony Maiola	Daniel Mitchell	Paula Paulette	Ellen-Ann Robinson	Tonia Sorell	Dave Van Note	Charles Yeaton
Richard Kudler	Phillip Mans	Ronald Mizner	Arthur Pease	Larry Robinson	Thomas Southworth	James Varn	Laurence Yeaton
Phillip LaJeunesse	James Marshall	Msgr. John Molan	Patricia Pelczar	Beverly Rodeschin	Roma Spaulding	Carmen Varney	Alan Yeaton
Peter Lamb	Robert Martel	Marilyn Monahan	Normand Pelletier	Tedine Roos	Richard Spaulding	James Varnum	James Young, Sr.
Ovide Lamontagne	Jane Martell	Paul Morency	Janet Pelley	Millie Rosenberg	Marilyn Spoerl	Marcel Veilleux	Kimon Zachos
Molly Landrigan	Richard Martin	Sal Morgani	Kim Perkins	Eugene Ross	Barbara Spofford	Gregory Vrakatisis	
Kyle Landt	Tess Marts	Joseph Moriarty	Debra Perou-Hermans	Peter Russell	Brad Sprague	Karen Wadsworth	
Judeann Langlois	William Marvel	Linda Morley	Francis Perry	Kathy Salisbury	Ann Sprague	Linda Walker	
Susan Langsten	Gary Matteson	Roy Morrisette	Renny Perry	Pamela Sansoucy	Christine St. Jean	Sue Ellen Walker	
Don LaPlante	Sabrina Matteson	Herb Moyer	Charles Petit	John Sargent	Richard Stanley	Dorothea Walter	
Ian LaRose	Frederick Matuszewski	Kare Moyer	Paul Philip	Robert Satter	Arthur Starr	Sylvia Warren	
Arthur Laughlin	Anne May	Daniel Moynihan	Sam Phillips, Jr.	Glenn Saunders	Jonathan Stearns	Malcolm Washburn	
Louis Laverdure	Douglas McCaig	Robert Murphy	Ronald Pierog	Douglas Scamman	Robert Steele	John Wasson	
Nicholas Lazos	Caroline McCarley	Phyllis Muzeroll	Charles Pieroni	Bob Scharff	James Steele	Vicki Wasylshyn	
Erick Leadbeater	Mark McCarran	Roland Nadeau	Ken Piotrowski	Michael Schuller	John Stevens	Fritz Weatherbee	
Susan Leahy	Patricia McDermott	Matthew Nastasia	Michael Pischetola	Barry Schuster	Bernard Streeter	Merritt Webb	

# FOR PARTICIPATING IN THE COMMUNITY CORNERSTONES PROJECTS

## COLEBROOK

Ellsworth Bunnell  
Clinton Brooks  
Drs. Herbert Gifford and  
Marjorie Parsons  
Robert Shaw  
Donald Dickson  
Linda Haynes  
Wendell Woodard  
Jonathan Frizcwell  
Terrence Rosa  
Steve Barba  
Steve Lynch  
Frederick King  
Donald Gilbert

## UNITY

Tyney Cox  
Norwood & Phyllis Keeney  
Donald Morse  
Woody Keeney  
Robert Callum  
Ruth Pierce  
Mary Ruggles

## GILMANTON

Sarah B. Harris  
David Bickford  
Jonathan Hall  
Carolyn Kelley  
Marion McIntyre  
Perry Onion  
David Osman  
Ella Jo Regan  
Sarah Thorne  
Morton Young, Sr.

## HOPKINTON

Barbara J. Boatwright  
Barbara Fales  
Jean Lightfoot

## HAVERHILL

Lee Kryger  
Louis Darby  
Reita Jones  
Joan Knight  
Rich Kinder  
Frank O'Malley  
John Walter  
Jerry Ziegler  
Steve Wellington

Tricia Davidson  
David Collins  
Marguerite Wiswell  
Scott Grapes  
Audrey Noyes  
Rev. Granvyl Hulse  
Milton Adair  
Paul Nugent  
Joy Haynes  
Mr. & Mrs. Clinton Brooks  
Vickie Shallow  
William Weir  
Susan Collins  
Danny Fournier

Audrey Shepard  
Ann Raymond  
Robert Brown  
Ken Hall  
Barbara Deloy  
Willard & Barbara Hathaway  
Clifford Stone

Geraldine Besse  
Carolyn Dickey  
Lavinia Jenkins  
Bruce Marriott  
Mary Morse  
Howard Osler  
Janet Potter  
Helene Roberts  
Judy Wilson

James E. Bieber  
Rosalind P. Hanson  
Virginia R. Schulz

Vern Dingman  
Pauls House  
Bill Keyes  
Jan Kinder  
Gunnar Kryger  
Harry Simano  
Lynn Wheeler  
Marie Bryer  
Kay Blaisdell

## BERLIN

Mitchell Berkowitz  
Laura Viger  
James Wiswell  
Oscar Hamlin  
Mike Caron  
Robert Baillargeon  
Barry Kelley  
John Clark

## WOLFEBORO

Hon. Russell C. Chase  
(deceased)  
Sarah Sills  
Charles S. Tarr  
Allan Steven  
Marshall Ray  
Sandra McBeth  
Harrison D. Moore

## NASHUA

James Cody  
Patricia L. White  
Kathy Hersh  
Martin H. Fabian  
Donald Marquis  
Richard Cane  
James Munroe  
Rachel D. Webb  
Calvin Libby  
Brad Whitney  
Florence C. Shepard  
James W. Donchess  
Lisa Mausolf  
Walter Warren

## PORTSMOUTH

Jameson French  
Phyllis Eldridge  
Ruth L. Griffin  
John Hynes  
Evelyn E. Marconi  
Michael Dunbar  
Juanita Bell  
Cecilia Kane  
Joseph MacDonald  
Michael Weddle  
Lawrence Chase  
Dorothy Vaughan  
John Rice  
Walter Novak  
Pamela Hall

Julie Renaud Evans  
Daniel Collins  
Omer Morin  
Roger Marois  
Conrad Deutsch  
Michael Chambers  
Steve Morrisette  
Paul Charest

Lillian O. Brookes  
Theodore H. Bridgdon  
Arthur F. Chamberlin  
Jeffery Badger  
Margaret Blodget  
Amanda Simpson

Russ Verney  
Edward Lecius  
Jeannine T. Levesque  
Thomas B. Kelley  
Gladys Grigas  
Stephen J. Densberger  
Paul E. Newman  
J. Conrad Coffey  
Ernest Levesque  
Steve Jones  
Berard Masse  
Jane Flythe  
Maurice Arel

Kerry Hadley  
Martha Fuller-Clark  
Elaine Krasker  
John T. O'Leary  
Charles Noon  
Maryann Blanchard  
Cynthia McGovern  
Carolyn Hanes  
Laura Pantelakos  
John Splaine, Sr.  
Jay Smith  
David Adams  
Richard Nylander  
Clotilda Straus  
Peter Randall

## PORTSMOUTH (continued)

Lorna Schliere  
Mary Cary Foley  
Robert Karnan  
Lemmie Goldsmith  
Jim Splaine  
Henry Berounsky  
Louis Dow  
David F. Choate  
Regina Lammers  
Nancy Johnson  
Alan Sturgis  
Alison Jean Tanner  
Raymond A. Brighton  
Stephen Roy  
Rev. John Lombard  
Joan Nickell  
Earle M. Sanders  
Jay Foley  
Ed Hibbard

## KEENE

Robert Boisselle  
J. Patrick MacQueen  
Etta Skoog  
Robert Whitney  
H. Charles Larracey  
Richard Doucette  
Charles Tarbox  
A. Richard Chase

## SUNAPEE

Betsy Alexander  
Edythe Dexter  
Frank Gallup  
Frank Hammond  
Joseph Hill  
Brenda Huff  
Dodd Johnson  
Howard Sargent  
Babe Sargent

## BARRINGTON

Peter Buono  
Frank Fellows  
Edward Beal  
Sue Bauman  
Jill Taylor  
Stan Swier  
Peter Royce

Pat Genestreti  
Cynthia W. Harriman  
Joan E. Lyman  
Charles Griffin  
Valerie Wayne  
William Benimatas  
Leslie Clough  
Robert Thoreson  
Craig Wheeler  
Charles Cormier  
Carlton McNeil  
Jane Nylander  
Larry Favinger  
Maggie Poitier  
Joan Waldron  
Nancy Beck  
John Hart  
Dennett Page  
Florence Reissig

Peter Ryner  
Alan Rumrill  
Philip Faulkner, Jr.  
Thomas Powers  
Kendall Lane  
Allan Kendall  
Constantine Houpis  
Dorothy Arwe

Edward Banas  
James Field  
Ron Garceau  
Joyce Hill  
Frank Hoar  
Russell Jones  
Robin Pollard  
Marty Wiggins  
Woody Keeney

Joel Sherburne  
Jill Taylor  
Jonathan Field  
Bob Edmonds  
Grace Haley  
Clay & Carolyn Bedford  
Lori Chase





# IMPLEMENTORS

## FOR ACCEPTING RESPONSIBILITY TO IMPLEMENT THE COMMISSION'S INITIATIVES

### Organizations/Associations

Business and Industry Association  
CONFR (Council on Fund Raising)  
New Hampshire Municipal Association  
New Hampshire Press Association

University System of New Hampshire  
Academic Planning & Prog. Devel.  
University of New Hampshire  
UNH Cooperative Extension Service

New England Center for Continuing Ed.  
School for Lifelong Learning

### New Hampshire State Agencies

Department of Agriculture  
Department of Cultural Affairs  
Division of Historical Resources  
Department of Resources and Economic Devel.  
Office of State Planning

John Crosier, President  
Alan Popp, President  
John Andrews, Exec. Director  
John Milne, President  
Hank Nichols, Exec. Secretary

Claire Van Ummersen, Chancellor  
Elisabeth Noyes, Director  
Dale Nitzschke, President  
Peter Horne, Director  
Gerald Howe, Community Devel. Specialist  
James Varn, Director  
Victor Montana, Dean

Stephen Taylor, Commissioner  
Shirley G. Adamovich, Commissioner  
Stuart Wallace, Director  
Stephen K. Rice, Commissioner  
Jeffrey Taylor, Director

# PHOTO CREDITS

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