



UNIVERSITY of NEW HAMPSHIRE
COOPERATIVE EXTENSION

AUBURN COMMUNITY PROFILE REPORT

**Auburn, New Hampshire
November 4, 2006**

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The Community Profile model was developed with the assistance of:

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Vermont Department of Housing and Community Affairs: *Peg Elmer*

Upper Valley Lake Sunapee Regional Planning Commission: *Vicki Smith*

Tufts University, Center for Environmental Management, Consortium for Regional
Sustainability: *Elizabeth Kline*

New Hampshire Charitable Foundation: *Tom Deans and Deborah Cowen*

Vermont Community Foundation: *Eddie Gale*

Sustainable Seattle: *Alan Atkisson*

University of Vermont Center for Rural Studies: *Fred Schmidt*

Community Innovations: *Jeff Bercuvitz*

The Upper Valley: 2001 & Beyond Steering Committee Members: *Don Bourdon, Delia Clark, Ann Crow, Geoff Dates, Harrison Drinkwater, Charlotte Faulkner, Phil McLane-Bradley, Deecie McNelly, Walter Paine, Betty Porter, Bob Rosenblum, Barry Schuster, Mike Smith, and Vicki Smith* and with generous donation of time and expertise from: *Jackie Clement, Ed Delhagen, Susan Edsall, Maureen Hart, and Anne Peyton*

OVERVIEW OF COMMUNITY PROFILES

The Community Profile is a process by which communities take stock of where they are today and develop an action plan for how they want to operate in the future. Whether the issue is a quality school system, an air pollution problem, lack of adequate affordable housing or solid waste disposal, the need for effective problem-solving skills is the same. A community must have strong leaders, from all sectors, who are able to work together with informed involved citizens to reach agreement on issues. The Community Profile assists communities to develop their problem-solving ability. It is a self-evaluation tool that draws heavily on the collective wisdom of the participants and is not a test or a comparison between communities. It provides a method for citizens to affirm community strengths, identify concerns and problems, and then to help a community structure collaborative approaches to meet these challenges creatively, set directions for the future, and manage change.

The original Civic Profile emerged from the Governor's Commission on New Hampshire in the 21st Century as a process and a mechanism that communities could use to strengthen their civic infrastructure. The National Civic League, along with several university studies, identified those qualities that make a community work - that help communities plan for the future and survive such dramatic change as extreme population growth, plant shut-downs or military base closings.

In 1995, the League of Women Voters in the Upper Valley, working with UNH Cooperative Extension and UVM Cooperative Extension, identified ten key qualities that help a community to work well and sustain its social, economic, and environmental health for the future. This is the model that was adapted by the University of New Hampshire Cooperative Extension and are the "tools" of the community's self-assessment.

Creating a Community Profile in Auburn

The Auburn Community Profile was conducted as a result of the efforts of several community members, as well as the Auburn Planning Board, hoping to gain a vision for the community that would assist in the Master Plan Update as well as enlist more citizen participation in the activities and needs of the community.

It was supported by several individuals and businesses. Thanks to all of them for making the event happen.

Elizabeth Robidoux (steering committee chair) and other members of the steering committee: (Duffy Smiley, Linda Ajello, Karen Beals, Norm Bouley, Kimberlie Brunelle, Bob Desfosses, Jim Fusco, Tom Gonyea, Everett Harriman, Mary Jackson, Sheila Lessard, Moses Peabody, Elmer Pease, Kathleen Porter, Hu Topliff)
Auburn Planning Board
Don Dollard (Historical Presentation) and committee member
Auburn Village School
Karen Braynard, KB Write (photographer)
Steve Padfield, Myles Travel Plaza
Clemenza's

David Ivey
Fred's Bakery
Robert Wilcox, Bouyea-Fassetts, Inc.
Village Children's Center

**UNH Cooperative Extension
Auburn Community Profile
November 4, 2006
Agenda**

Saturday Morning

7:30 Sign-In & Continental Breakfast

8:30 Welcome – Dan Reidy, UNH Cooperative Extension and Liz Robidoux, Steering Committee Chair

- Overview of Community Profile Process
- Who is here?

Mosaic and Vision

- What is Auburn like now?
- What do we want Auburn to be like in the future?

Historical Overview – Donald Dollard, Auburn Historic Association

- Where has Auburn been?

9:15 Presentation of Community Profile components

- Effective Community Leadership
- Informed Citizen Participation
- Sense of Community
- Fostering Healthy Families, Individuals and Youth
- Lifelong Education and Learning
- Community Services, Facilities, and Utilities
- Recreation and Cultural Heritage
- Working Landscape and the Natural Environment
- Economic Vitality
- Growth and Development
- Transportation

9:30 Break/Move into small groups

9:45 Small group discussions of components

Random assignments to small groups, one component per group

- Strengths of Auburn in the component area
- Weaknesses of Auburn in the component area
- What would you like to see in the future?
- What are the 5 key issues that need to be addressed?

11:00 Break

11:15 Small group reports

- Each of the eleven small groups report to the large group, three minutes each

12:00 Lunch

1:00 Selection of key issues

1:45 Selection of small groups

2:00 Small groups meet for key issue discussion

- Define the problem or opportunity
- Project goals – identify what you want to accomplish
- Identify potential projects/solutions
- Evaluate potential projects using impact-feasibility grid
- Select 3 projects to bring to the full group

3:55 Full Group: report back from small groups

4:15 Voting

- Which projects do you think we should move forward on?
- Which is the most important project for Auburn right now?

4:40 Individual selection of project development groups

Project development: small groups

- Who needs to be involved (agencies/individuals)
- Resources needed
- Other things needed to be done prior to follow-up meeting

5:00 Formal adjournment

(Note: The event ended earlier at about 4:00 p.m. due to process finishing earlier than expected)

Community Profile Saturday Morning

The Community Profile was conducted at Auburn Village School on Saturday, November 4, 2006. About 70 citizens attended.

The event began on Saturday with a continental breakfast. Dan Reidy, Extension Educator, and Liz Robidoux, Chair of the Steering Committee, gave us an overview of the profile process and an introduction to the goals for the day. The goal of the Profile is strengthening community involvement; its key idea is sustainability - balancing economic and environmental factors while thinking about the impacts of our actions for the next seven generations.

We spent a few minutes meeting each other, learning how long we had lived in town, where we lived and where we work. We were then asked to offer descriptions of what our town was like right now and what we would like it to be like in the future. Adjectives and phrases were called out and recorded on large easels labeled "NOW" and "FUTURE" at the front of the room. Here are the results:

THE MOSAIC - What is Auburn like today?

- conflict between rural and suburban visions
- appreciation of protection of Water Works and carriage roads
- lack of sidewalks/bike paths
- confusing three-way intersection
- elderly housing/aging population – lack of affordable housing for starter families
- excellent library
- limited shopping
- small town flavor
- a growing bedroom community
- not utilizing our natural resources well enough
- beautiful undeveloped Lake Massabesic
- close to everything
- lack of vision
- friendly neighbors
- recreational opportunities
- strong yet overcrowded school
- conflict between developers and conservation
- lack of activities/areas for teens
- rising taxes
- unexplained rise in taxes
- is community self-sufficient in an emergency (emergency preparedness)
- need for library to grow
- rural New England charm
- peaceful
- sparsely populated
- no traffic depending upon where you live
- feeling like we live in the woods
- low crime

- no traffic lights
- strong public schools
- strong sense of community

THE VISION – What do we want Auburn to be like in the future?

- more academic choices for students
- elderly housing
- stop raising taxes
- decrease taxes
- keep 2 acre minimum
- provide for wildlife being displaced by development
- plan for development
- Auburn public kindergarten
- increased recycling
- more teamwork between different interest groups
- provide coordinated human services to needy
- Mom and Pop pharmacy
- stay the same
- true Town Center – place for gatherings
- retain small town charm
- adequate schools to meet growing need
- diversified revenue sources besides property taxes
- retention of unique character
- controlled development
- limit infrastructure improvements to keep taxes low
- retention of wildlife
- retain rural New England charm
- small branch bank
- sidewalks
- Senior Center
- preserve Masebessic watershed
- planned growth
- bike lanes along side of road
- redesign safer 3-way intersection
- more volunteer activities in town
- no new taxes
- greater vision in town government
- sensible infrastructure improvements
- change 3-way intersection to a 4-way stop (how was decision made for a 3-way?)
- plan implemented for road improvements
- see Audubon Society here in 30 years
- new town hall
- more sports opportunities in schools
- maximize use of federal funds/resources
- capitalize on historic resources to be a quaint New England town

Historical Overview – Don Dollard, Auburn Historic Association

Good morning. My name is Don Dollard, President of the Auburn Historical Association and my part today is to tell you in just a few minutes “Where has Auburn Been.”

The name, “Auburn”, in English literature. Names often were taken from literary and mythological sources, for example: “Sweet Auburn! Loveliest Village of the Plain,” from the poem “The Deserted Village” by Oliver Goldsmith 1730-1774. This presentation is based upon information from various sources including: History of Chester by Benjamin Chase, 1869; History of Chester including Auburn by John Carroll Chase, 1926; Auburn 1719-1969 by Carl Cheswell Forsaith, 1970; Epic of the Manchester Water Works, 1871-1971; Manchester on the Merrimack by Grace Holbrook Blood, 1948; and N.H. Town Names by Elmer Munson Hunt, 1970.

Auburn was originally part of Chester, an area known as “Chestnut Country,” which became a separate township on May 8, 1722. It was part of this large town “North of Exeter” and it was the last to split off with our incorporation (signed by Gov. Steele) on June 23, 1845. This area of Chester was known as Long Meadow West, Cheste,r or Chester Woods.

The first to break away from Chester was the area called Derryfield (now part of Manchester) on September 3, 1751. Next came Candia on December 17, 1763, and Raymond followed on May 7, 1764, then finally the eastern part of Hooksett on July 2, 1832.

Why did we split from our mother town? Some say because of poor roads, and it was too far to Chester Center to attend Sunday services and town meetings. This may be true for the other towns but I believe it was due to several other reasons. Mainly our own identity – we had grown more independent. Manchester’s increasing population gave better markets for goods; the great Amoskeag Mfg. (inc. 1831) offering “off-farm employment” (by 1912 it was the largest in the world); better transportation, as the railroad came up the Merrimack Valley in July 1842 to Manchester and by September 1842 to Concord; and finally, politics with the influx of railroad money and manufacturing interests.

Another reason might include the rapid growth of Manchester and its interest in Lake Massabesic as a possible source of municipal water due to the contamination of many of the wells and a need for a reliable source of water for fire protection. There had been three attempts for private water companies without success. In 1871, the General Court passed an act and the Manchester Water Works was formed as an agency of the City. In 1874, the Legislature conveyed water from the Lake to Manchester. On July 4 of that same year, the first water was pumped to the City with the completion of the Cohas Dam and the Mammoth Road Reservoir. In 1885, Manchester Water Works started acquiring land around the lake. By 2006, over 3400 acres and 95% of shoreline was owned by Manchester Water Works.

To support my theory I give the following examples of population –

	Manchester	West Chester/Auburn
1820	761	920
1840	3,153	870
1860	20,107	886
1880	32,630	710
1900	58,987	682
1940	77,685	807

Note that in 1820, West Chester/Auburn’s population was at an all time high and diminished slightly until once again rising in 1960. We remained an agricultural town but was greatly augmented by the many seasonal summer boarders. So, by 1845 with our beautiful Lake Massabesic (and you can not speak or think of Auburn without including the “Lake”) and with Manchester’s eye on it (both from a source of municipal water and great recreational potential) like it or not, we gravitated toward each other. Interestingly enough, one day after our incorporation as a separate town, there was a bill introduced into legislature to have Auburn become part of Hillsboro County. Fortunately, this failed.

To try and tell this story in a short time is impossible. However, with the help of some old photos, we can do a better job at it. Note: Photography as we know it did not come about until 1870 with only “tintypes” or “Daguerreotypes”, so pictures from 1845 are not available. I hope you will get a sense of early Auburn through the 1970’s. The Auburn Historical Association would love to have you visit our Museum on 102 Hooksett Road to see some items we were able to save.

By the way, did you know Auburn, like Rome, was built on 7 hills? (All about 500’ above sea level). Mr. Dollard described the pictures in the presentation.

1. Picture of Lake Massabesic, an Indian name for “place of much water”. The last of the friendly Indians in Auburn were seen in the area of Pingree Hill Road in 1738. The Indians that were here were of the Algonquin Nation, Abenaki Group, and Pennacook and Amoskeag Tribes. The lake is 250.4’ above sea level –3.4 sq. miles are located in Auburn, and .6 in Manchester.
2. Picture of Old Chester (approx 8 mi. sq) in 1869 showing five towns. Steamboats – we know of steamboats on the lake as early as 1850. In the diary of Benjamin Chase, Jr. (1832-1912) July 4, 1850, he “rode across Massabesic on new steamboat.”
3. Side-wheeler
4. Tom’s Wharf
5. Winnie L. (built on the shore of the Lake in 1894) and other steamboats we were able to identify by name were: City of Manchester; Joe Cobb, Minneola, The Dark Secret, The Lone Star, Fannie Belle, Gem of the Lake, Daisy, and Alice Oakes.
6. 1894 Plan of Chas. Williams at Massabesic – developer like Amoskeag Mfg. Co— with many affluent Manchester people w/cottages around lake. (A special note on the location of the Manchester/Auburn town line)
7. Aerial photo before traffic circle at about 1941.

8. Picture of Pavilion (1896) burned 7/28/1932. It was built by the Manchester Street Railway to encourage people to the area. It was a resort area known throughout New England. Only 3.5 miles from downtown Manchester.
9. Trolley and Arcadia (1914). First electric trolley 8/4/1895 – 3 min intervals during summer. Last trolley 5/25/1940.
10. Picture of park beyond railroad tracks – great area after 10 hour workdays/6 per week.
11. Massabesic Station – rails through Auburn in 1861 –7-8 trains a day (discontinued section from Candia to Suncook)
12. Severance Station/ice house—torn down in 1950's.
13. Original depot –burned 10/19/1934. President Truman's 16 car train came through October 17, 1952 when he was campaigning for Stevenson. Last passenger train July 24, 1954. Freight continued into the 1970's.
14. Small replacement –smallest in nation.
15. A gas/ electric train. Mail came by train in 1863—previous to that, mail was delivered by stagecoach to the Anderson Tavern in Candia, which was located on Chester Turnpike. The first postmaster (6/23/1826) was David Currier.
16. Pine Bluff built in 1890's. Typical of many summer boarding houses. There were approximately 12 with a typical board of \$5 to \$7 per week.
17. Bay View built in 1890's.
18. Lamprey Hotel (Mountain Grove) built in 1890s. It was owned by the same owners of the Winnie L. which burned in the early 1900's.
19. #6 School – (known as Mosquito Brook School)--one of 8 in Auburn.
20. #3 School –3rd built 1857, closed in 1941 with the building of the first part of the present brick school. (The first two rooms were built for \$8,500) Severance school 1921-1956 (no picture) built for \$1,000 by Ed Smith.
21. Colonel Francis Wayland Parker (1837-1902), who was known as the Father of Modern Education. He taught in the basement of Longmeadow Church (1854) and #3 school for three winters (\$18/yr+board). In 1883, he was the head of the Cook County Normal School (teacher's college) and in 1889 founded Chicago Institute which became University of Chicago, where he was the Director of Education.
22. Library – gift of Sebastian Griffin to town 4/26/1893.
23. Methodist Church/town hall – built in 1836 (same year as the Battle of the Alamo). The Methodist Church gave the building to the Congregational Church about 1946 when they ceased services. The Congregation Church then deeded it to the town in 1947 in memory of Veterans of all wars. In 1951, the town remodeled it and added a basement. It was used only as a hall and then in 1964, the basement was used for the Auburn District Court. Finally in 1968, it was converted into town offices and a police station.
24. Congregational Church – built in 1847 for \$2,600—St. Peter (no photo) 1963.
25. Deerneck Bridge before 1890. Londonderry Turnpike, 1805/1839/Chester Turnpike (1804-1838)
26. Deerneck Bridge in 1890 – rebuilt and raised to allow smaller steamboats to pass. This was the third bridge at this site and it has been rebuilt twice since then.
27. Snow Roller – used before plows to make packed snow for sleighs. First plow (no photo) a crawler in 1927, where it took three days to go around the town.
28. The town's grader was purchased in the 1930's. Most town roads were gravel into the 1950's, then tar, and paving didn't arrive until the 1970's. Route 121, a state road, was tarred and Route 101 (Old Candia Road and Rockingham Road) was concreted in 1928.
29. Ice House – Manchester Coal and Ice, 1896. Building torn down in the 1950's.

30. Ice Cutting – used in Manchester and shipped out by rail.
31. Griffin Sawmill – sold to Griffin’s in 1865 and then to Manchester Water Works in 1936 after the major flood.
32. Village Store—early summer boarders (about 1907) made up of two stores with the first moved in 1895 and the second in 1903. They were destroyed by fire in the 1950’s, were rebuilt and again destroyed by fire in 1967 and finally were rebuilt once again.
33. Grange Hall – nationally organized in 1867 and in Auburn in 1888, it was the site of many town meetings.
34. Town Pound – 1853, foot of Mine Hill.
35. Police Station – Carry Nation (1846-1911) was the great Temperance Crusader who came to Auburn and declared “Auburn was the worst” in her campaign against liquor – saloons and dance halls, one had a 75’ bar with 10 bartenders. Originally built as a one story building, it was found necessary to add the second floor. The building was removed in the 1960’s when the state widened what was then Route 101.
36. Rifle range – used by military for training in both World Wars and by the Army National Guard. Now the site of the Wellington Business Park.
37. Village Dam – site of Underhill and Brown Tool Manufacturing Co. 1835-1863. It was a stone and crib dam. The new dam replaced it in 1939.
38. Village 4 corners – where dentist office is now located.
39. Milemarker – distance to Chester and Candia Meetinghouses, 6 miles to Chester Meetinghouse and 4 miles to Candia Meetinghouse erected in 1790.

The following were for information only without pictures:

Cemeteries – Village 1843, Longmeadow, 1796.

Electricity – Came in 1920’s. with Hooksett Road happening about 1945.

Farms – 4 in 1970’s, Brien, Stacy, Parker Farm, and Coutinho

Fire Department – organized in 1935.

Earliest people -1st white about 1614

Earliest mills-1st John Calef 1720 Sawmill, 1735 Fulling Mill

Rate of pay in 1820--50¢/day. Same with a yoke of oxen.

Sand at one time drawn from shore to Suncook to make glass.

The era of cottages, dance halls, hotels, trolleys, steamboats, and the railroad are long gone. Yet, we still have beautiful Lake Massabesic and are thankful for its open space and recreational possibilities.

Thank you for your attention.

COMMUNITY PROFILE ELEVEN COMPONENTS

After we developed a mosaic and vision for Auburn and digested some of the history, Dan Reidy introduced us to the idea of discussing Auburn within the framework of 11 qualities which can be used to profile a community. These topics, drawn from the work of the National Civic League and adapted by UNH Cooperative Extension are important components of any successful community. These components make a community work well now and sustain the cultural, economic and environmental health and vitality for the long-term future.

Civic Infrastructure

Effective Community Leadership
Informed Citizen Participation
Sense of Community

Community Infrastructure

Fostering Healthy Families, Individuals and Youth
Lifelong Education and Learning
Community Services, Facilities and Utilities
Recreation and Cultural Heritage

Environment

Working Landscape and the Natural Environment

Economy

Economic Vitality
Growth and Development
Transportation

Next, 11 small groups of approximately 5 people each were randomly formed, one group for each of the components. The small groups adjourned to various rooms where community trained facilitators led the groups in their discussions and recorders made notes on more large tablets. Each group considered the definition of their component and examined the statement to be considered for their component to begin the discussion. Participants were asked to list the strengths of Auburn as they saw them, and then to list its concerns. Next the groups gave some thought to the problems and issues they thought were important to the town's future. Finally, each group was asked to identify five key issues that need to be addressed by the town. These were brought back to the whole group and highlighted in three-minute summations presented by a member of each small group on Saturday morning.

1. Effective Community Leadership

Facilitator: Bryan Dwyer

Recorder: Zack Shields

Spokesperson: Angela Cote

Participants: Everett Harriman, Jim Fusco, Nancy Caron, Jason Becher, Don Dollard, Mary E. Jackson

Statement of Purpose:

Healthy communities have, and develop, public leaders who work together to enhance the long-term future of the community. Community leadership must be responsive, honest, efficient, enlightened, fair and accountable. It should have the ability to bring the community together to participate in open, neutral dialogue on important issues.

Leaders should be representative of their community and be able to envision an economically secure, environmentally sound and social viable future. Leaders should understand the challenges facing the community and be able to take advantage of opportunities within the community and in cooperation with neighboring ones. Leadership should empower community members to assist in resolving community issues.

Statements a community should consider:

- Our leadership actively recruits, trains and empowers new leaders.
- Leadership represents diverse community interest (age and gender groups, length of time they have resided in the community, culture, etc).
- Community leadership demonstrates knowledge, accountability, professionalism, innovation and is results-oriented.
- Leaders involve local citizens in identifying community goals and resolving community issues.
- Leadership seeks out opportunities to exchange information with citizens about community issues.
- Community leadership is proactive, dealing with critical issues before they become crises.
- Leaders demonstrate long-range (20+ years) thinking. They understand the impacts of their actions on the long term health and vitality of the community.
- Leaders share the responsibilities of the community with its members and empower others to help find solutions.
- Leaders are willing to consider and use creative methods for addressing challenges, and look for regional solutions where appropriate.
- Leaders discuss issues with other leaders in the region.

Group Response – Strengths:

- volunteers
- small town environment leader
- dedication of time with leaders
- accessible leaders
- town website accessibility
- recognize future growth and planning needs
- not having low cost housing
- 4% growth cap
- relationship with Manchester Water Works

Group Response – Challenges:

- I-93 expansion
- guard against inheriting Manchester social problems
- maintain reasonable tax rate with new school and town infrastructure
- maintain rural character
- maintain/expand clear minded volunteers and elected officials
- lack of younger volunteers
- lack of female volunteers
- elected officials sometimes have an agenda
- participation for town committees
- increase number of board members
- voter apathy
- communication between committees and volunteers
- changing control structure
- minimizing nepotism
- single family homes
- holding/use of Manchester Water Works
- work out deal with Manchester Water Works to start a preserve
- relationship with Manchester Water Works

Vision for the Future:

- protect water resources Manchester Water Works--be effective in planning and zoning
- planning to I93 expansion
 - managing for growth
 - traffic
 - schools
 - taxes
 - upgrade roads
 - infrastructure
- long-term plan for infrastructure for water and sewer
 - tax increase
 - project cost
 - impact fees
- long term planning for schools (high school)
- maintain Auburn's rural character
- village district
- through road – road structure

Key Issues for Now and the Future:

1. maintain Auburn's rural character
2. I-93
3. Manchester Water Works
4. long-term planning for schools
5. village district

2. Informed Citizen Participation

Facilitator: Jeremy Bourgeois

Recorder: Jenn Scheffer

Spokesperson: not noted

Participants: Diane Thibault, Marion Andrade, Allen Goodwin, Jen Becher, Dan Dwyer, David Smiley, Maria Rooney

Statement of Purpose:

In a healthy community, citizens actively participate through voting in the local elections, serving on local boards, attending public hearings, and being involved in civic organizations and community activities. The increasing complexity of municipal operations is limiting the ability of government to meet community needs, escalating the importance of active citizen involvement and volunteerism.

All sectors within a community – private, public and nonprofit-must each take responsibility for the community's civic education and exchange information with the public. All citizens need to develop knowledge and skills to contribute to community life. Shared problem solving and planning for the future as a community increase local pride and commitment.

Statements a community should consider:

- Citizens know how the system works and it is easy for newcomers to learn how to get involved in the community.
- People find out easily what is going on in the community.
- We have a _____ level of volunteerism and philanthropy in the community.
- Civic education efforts involve the entire community.
- Schools, churches, youth and civic groups provide citizen education and promote community service.
- Citizens are actively recruited and involved in major projects.
- Citizens volunteer to serve on local boards and committees.
- Participation is proactive instead of reactive, facing community issues before they become crises.
- Civic organizations and local businesses actively contribute to community functions.
- Citizens have the information they need to make good decisions.
- There is both adequate and balanced media coverage of local events and issues.
- Local communities and boards communicate well with each other, the public and with boards and committees throughout the region.
- Local citizens are actively involved in civic and business organizations and clubs that involve interaction with residents of neighboring communities.

Group Response – Strengths:

- town newsletter informs people of what's going on
- local newspaper does similar tasks – Derry, Auburn, Nutfield News
- annual report – budget, everything town has done in a year
- town meetings, people interrelate with each other, make decisions
- Lion's Club, helping organization, recreational, community help
- town meetings – allows citizens to have input
- Town Hall to register vehicles, pay taxes, licenses, etc.
- Audubon, although a private effective program, both educational and social, to help build community

- ski and hiking trails
- Friends of Massabesic Bicycling Association work with Manchester Water Works and have website with information about trails, maps, events, sponsoring races, etc.
- good communication with the public on what's going on with boards and committees
- marquee before schools with information and dates
- Auburn Historical Association sponsors potluck supper six times per year and duck race, with great community participation event and parade
- articles in Auburn Village Crier and word-of-mouth to recruit members and invite people to come visit
- open houses, to get people interested and come visit
- website is a good way for people to see what's happening and the Fire Department also has a good website
- Fire Department sponsors boating safety course and blood drive
- Fire Department annual open house in October, morning of meeting, trucks go through town blow sirens to remind people, great way to communicate with people
- before last town meeting, private citizens were canvassing door to door
- Long Meadow breakfast is a great way to connect with people from Auburn and other communities
- best source of informed citizenship is the Town Crier
- Yahoo Forum is utilized
- other citizens encourage participation and look for other residents
- information and meetings about new school is being communicated in paper and signs

Group Response – Challenges:

- making sure people understand how things are affecting them directly
- how to get more people to attend town meetings, planning and zoning meetings
- breaking into to people's routines to get them aware
- priorities and the perspective of people's lives, what you spend your time doing vs. what's really important
- need increased community participation and more involvement
- a lot of decisions being made behind closed doors without openness and people are frustrated
- lack of due diligence at the government level
- unethical and illegal practices during elections
- website and yahoo group have more involvement, more promotion; get people used to using it
- improved website content and timeliness
- no place to get maps or information on the bicycle paths
- need for increased communication and information on recreational activities
- instilling a sense of community with newcomers, how do you embrace new town members?
- need links for all community links on website to increase communication awareness
- better use of town hall and post office bulletin boards
- communicating that action is required to protect our small town environment

Vision for the Future:

- improved website
- other methods of getting information
- community cable channel
- 50% of population coming to town meeting
- community center to have one place where all community groups can be housed and a focused area for communication
- improved all town communication, more of it and in a specific way
- inspired leadership in town government to provide a sense of vision
- active recruiting for people to be involved
- town “Welcome Wagon”
- motivated population to have a tight knit community

Key Issues for Now and the Future:

1. defeating apathy of town members
2. inspired and ethical leadership
3. improved media to enhance communication
 - develop cable channel
 - upgrade website
 - bulletin boards
 - marquees
 - newsletters
4. centralized community center
 - place to house all community events, organizations, seniors, communication center
5. increased participation and understanding of town issues, resources and opportunities

3. Sense of Community

Facilitator: Nicole Finitis

Recorder: John Gallant

Spokesperson: Paul Raiche

Participants: Jill Dwyer, Linda Gugger, Susan Handy, Lisa Altrath

Statement of Purpose:

A sense of community is an intangible yet vital component of a healthy community. It encompasses elements such as image, spirit, character and pride, along with processes such as communication, inter-group relations and networking.

A community is made up of different people with different interests, experiences and backgrounds. These characteristics may divide a community into natural groups but there must be cooperation among them if the community is to work well as a unit. Increased communication and understanding of different perspectives among groups and within the community as a whole is an important factor in establishing a sense of community.

Villages, towns, and cities with a sense of community include those wherein all members: contribute to and hold a common vision for the future; respect and celebrate their heritage, diversity, and resources; share information, and; develop and sustain an abundance of social networks and relationships.

Statements a community should consider:

- There is adequate communication among diverse groups in the community such as natives/newcomers, summer/year round residents, young parents/retirees, as well as business community, commuters, etc.
- Groups like the above are involved in identifying community goals and in resolving community issues.
- The community's heritage is celebrated regularly.
- There is a common vision for our community among members.
- Community members often put aside their differences to work for the common good of the community.
- All groups know how to become involved in the community.
- Formal and informal forums exist for sharing ideas and resolving public issues.
- Collective decisions which represent broad input are reached and implemented.
- The self image of the community is a positive one.
- Social and cultural diversity are celebrated in the community.
- Local government is inclusive of all groups in its long-term planning and visioning efforts.
- Community members are proud of the community's character.

Group Response – Strengths:

- Little League program
- duck race
- school social events
- Long Meadow Church
- town newsletter
- school newsletter
- library
- partnerships with outside resources
- Lion's Club and Historical Society
- town rural pride
- trail system
- safety complex

Group Response – Challenges:

- solicit more community involvement
- "Good Ole' Boy" network
- listening to issues
- improve communication/provide email
- open local government to the citizens
- improve website
- have school needs met without raising taxes
- improve Senior Citizen Center
- lack of volunteers
- strong summer recreation program for all ages, all year long

Vision for the Future:

- improved two way communication between administration and local citizens
- preserve and enhance the unity and pride of our rural community
- have school needs met without raising taxes
- strengthen recreation program to include all ages year round
- local government needs to be representative of citizens views not personal interests

Key Issues for Now and the Future:

1. improved two way communication between administration and local citizens
2. preserve and enhance the unity and pride of our rural community
3. have school needs met without raising taxes
4. strengthen recreation program to include all ages year round
5. local government needs to be representative of citizens views not personal interests

4. Fostering Healthy Families, Individuals and Youth

Facilitator: Karen Beals

Recorder: Jen Frost

Spokesperson: not noted

Participants: Janice Fusco, Dan Carpenter, Jim Lagana, Hayes Braynard, C. Carlson

Statement of Purpose:

Most communities face a variety of challenging social issues, such as substance abuse, domestic abuse, poverty, and other concerns related to the elderly, youth and families. Addressing these concerns effectively takes the coordinated efforts of the public, private, and nonprofit sector.

Support services such as adequate child day care, comprehensive after-school, youth, teen and senior programs, preventative health and substance abuse programs, parenting and family support programs, and effective human service networks help strengthen the social fabric of a community. Aided by effective communication, compassionate leadership, active citizen participation, and inter-group cooperation, a comprehensive package of supportive services will enable a community to nurture healthy community member.

Statements a community should consider:

- There are _____ local and/or regional programs available addressing the social issues of our youth, teens, seniors, parents and families.
- The health and social services are accessible, adequate and provided in an equitable manner.
- The three sectors work together to provide a comprehensive package of programs.
- The majority of programs are of _____ quality.
- Community services are “cradle to grave”, addressing the entire age spectrum of the community.
- Local government provides an array of services for the community’s neediest members.
- There is adequate information about the available services and many community members utilize them.
- Many of the services allow families to participate together.
- Local government is responsive to emerging needs of community members.
- Local government considers and utilizes alternative methods of service delivery.

Group Response – Strengths:

- natural resources
- family aid from faith groups
- community support committee
- small town atmosphere encourages community involvement
- small enough = big enough
- close to other community services needed

Group Response – Challenges:

- natural resources
- man made resources = higher taxes
- maintenance is challenge = lack of funding/volunteers
- on-going funding and volunteers (lack of)
- challenging to maintain volunteers
- funding to maintain natural resources
- Manchester Water Works – questionable maintenance
- maintain healthy community, but not overburdening volunteers
- accepting and allowing all age groups (young children, tweens, teens/preschool to elderly)
- community property – not segregated by age groups
- open to all
- make sure natural resources/Water Works property remain as is for current use
- maintain Lake Massabesic (as boating only)

Vision for the Future:

- controlled Community Center
- avoid sprawling
- Auburn takes incentive to maintain Manchester Water Works properties
- first refusal of Water Works property
- control Water Works land
- Auburn to have the ability to control Water Works lake and property at first position
- responsible control
- Lake to be Auburn's water source
- smarter decisions on town growth

Key Issues for Now and the Future:

1. maintain small town community
2. preservation and access to open space
3. inclusive to all age groups as a town (services from birth to elderly, social and economic support)
4. encourage atmosphere where town is friendly to faith based or private influences
5. limit man-made infrastructure
6. limited use of infrastructure
7. use what Auburn has and maintain it.

5. Lifelong Education and Learning

Facilitator: Sheila Lessard

Recorder: Erin Berger

Spokesperson: Peggy Lambert

Participants: Peter Boudreau, Michael Galler, Will Thomas

Statement of Purpose:

Education is a lifelong endeavor, much more extensive than just the K-12 school system. It starts at home, continues through childhood and the teen years, and progresses throughout adult life. People of all ages need to develop knowledge and skills in order to improve the quality of their own lives and those of their families, and to contribute more effectively to community life.

Programs of higher education and lifelong education provide local business with a pool of trained employees. Other formal and informal learning opportunities allow community members to discover hidden talents and develop an array of interests and skills. Lifelong learning allows citizens to manage their lives more effectively in a changing economy and to participate in increasingly complex municipal operations with greater knowledge and skill.

Statements a community should consider:

- Educational opportunities are easily accessible and provided equitably.
- Lifelong educational opportunities, including formal and informal academic, vocational, artistic, and spiritual meet the community's needs.
- School planning is forward thinking and is open to regional solutions.
- There is a plentiful pool of skilled labor for local businesses to draw from.
- The level and quality of adult literacy programming in the community is _____.
- The public school facilities adequately meet community members' needs.
- There is a (n) _____ level of quality preschool and daycare opportunities in the community.
- There is good communication and cooperation between the municipal government and the local public school board.
- Local and regional employers actively support and are involved in the local K-12 public schools.
- The community supports and values high quality K-12 public school education.
- There is a support network for community members who home-school their children.

Group Response-Strengths:

- center of town
- strong public school
- accreditation
- longevity of teaching staff
- student/teacher ratio
- personal level
- strong PTA
- strong sports
- many activities
- recognizing role of sports
- teachers are tied to activities
- positive culture between teachers and students

- diversity at the high school
- high school offerings
- vision/pre-planning for schools

Group Response-Challenges:

- lack of public kindergarten
- school space
- no progress on school space issue
- lack of time for nutrition
- unwillingness to compromise
- inability to communicate to entire community
- having resources available to research and apply for grants
- no space for kindergarten
- limited vision for common good
- drop-out rate
- inability to deal with non-traditional students
- cooperative with colleges and universities
- lack of programs for adults
- information of drop out and college rates

Vision for the Future:

- new middle school
- new athletic fields
- kindergarten
- renovations to school
- addition to school
- scholarships available
- new everything
 - school
 - computers
- adult education center
- effective communication and cooperation between various interested parties
- effective way to prioritize
- competing efforts
- unfilled data of assets

Key Issues for Now and the Future:

1. lack of public kindergarten
2. need to provide comprehensive information relating to the education of community as a whole (K-adult)
3. overcome unwillingness to compromise on key issues
4. space issues/renovations
5. unclear demographics on education
 - drop-out
 - special needs
 - non-traditional students
 - gifted

6. Community Services, Facilities and Utilities

Facilitator: Bryan Reed

Recorder: Laura Sullivan

Spokesperson: not noted

Participants: Ron Lambert, William Rix, Stella Tremblay, Paula Marzloff, Dave Canedy

Statement of Purpose:

A community provides many essential facilities and services to its members – public facilities such as municipal buildings, schools, sidewalks, roads, libraries, a recycling center and cemeteries as well as services and utilities such as police, fire, ambulance, highway maintenance, water and sewer. These key functions consume the majority of tax dollars and sharply influence the community's quality of life.

Statements a community should consider:

- Public facilities and services such as _____ are needed in our community.
- The community's road system is adequate and well-maintained. The use of traffic controls (signs, lights, speed limits, police, etc.) is well planned and coordinated.
- Our public water source is protected.
- Our community does a great job of reducing, recycling, and disposing of its wastes.
- The town has a plan for financing the maintenance, expansion and replacement of its public facilities.
- The community is open to regional solutions for future infrastructure needs.
- Public buildings such as schools and town offices are adequate for our needs.
- Our public buildings are accessible to people with disabilities and are energy efficient.
- The community is easy to travel around by foot and bicycle.

Group Response – Strengths:

- decent fire and police department
- school/academic
- recreational opportunities
- bike paths
- convenience
- waste management
- availability of recycling
- active Recreation Commission
- rural
- Town Crier
- own water system
- highway agent
- fiscal conservative town
- growth control
- volunteerism

Group Response – Challenges:

- maintenance of roads
- houses don't pay for themselves
- concerns vs. growth
- size of the school

- no census taken
- balancing a new school
- no Auburn representation on Manchester Water Works board
- land management

Vision for the Future:

- new Town Hall
- census and more data
- medical services
- new school or better structure to existing school

Key Issues for Now and the Future:

1. school
2. maintenance of roads
3. maintenance growth control
4. active recreation commission

7. Recreation and Cultural Heritage

Facilitator: Carol Webber

Recorder: Deb Maes

Spokesperson: Jim Butts

Participants: Marilyn Cavanaugh, Dennis Tremblay, Jarlene Cornett

Statement of Purpose:

Recreation and cultural activities nurture the body and soul of a community – individual and team sports, outdoor activities, arts, crafts, music, dance, theater, holidays, festivals and celebrations. Recreational opportunities allow community members to experience and appreciate the community’s diversity of natural and human resources. Cultural activities reflect and build a community’s positive sense of itself and strengthen the fabric of social interactions within the community.

Statements a community should consider:

- Our community celebrates itself in many different ways, including _____.
- There is a wide array of recreational opportunities available to community members.
- There are special cultural centers, events and festivals within the community.
- There is a high level of awareness about and accessibility to available recreational opportunities.
- Our cultural events bring together and celebrate the community’s diverse population.
- Many of the recreational opportunities allow community members to experience the community’s natural resources.
- The community preserves and enhances what is special and unique about its cultural heritage.
- Children, youth and seniors are encouraged to participate in cultural events.
- Citizens are part of larger regional cultural events.

Group Response – Strengths:

- Lake Massabesic/Water Works property trails
- walking/cross country skiing, horseback
- Audubon Center/programs for all ages
- library – i.e. kids reading/knitting, book group, marvelous job for their size
- playground – several options
- Little League park
- skating rink on Rte. 121
- duck race/bon fire
- Veterans parade – Lion's Club
- July 4th concert on Lake – Rte. 28
- Historical Society programs
- Auburn seniors group trips
- school groups/plays, sponsored events
- school sports
- sports leagues (baseball, football, basketball, Auburn leagues, also part of Manchester programs)
- Fireman's New Years Eve dance
- Auburn may not offer opportunities but choices are nearby
- large room at safety complex

Group Response – Challenges:

- residents – town split – Manchester based, Derry based
- no real town center
- can't "create" a town center with historical buildings
- lack of participation i.e. Old Home Days
- lack of volunteers
- library of community support to increase library money
- library outgrowing space
- maybe take lake/Water Works for granted – that's our conservation
- aging population

Vision for the Future:

- recreation use of open space
- preserve the strengths list
- preserve town character
- strong library – accessing latest technologies
- library – place of more interaction i.e. University of Maryland weekend programs
- as population demographics change – need to be focus activities: events around population based
- more community events
- keep current events – add more

Key Issues for Now and the Future:

1. preserve outdoor recreation land and facilities, i.e. Audubon Center, playground, playing fields, conservation easement land, Water Works
2. library – ability to use library as well as the library facilities and maximize use of other existing facilities
3. aging population – explore impacts and patterns of population change
4. preserve town character to retain cultural heritage
5. need for volunteers to plan and support present and additional town events

8. Working Landscape and the Natural Environment

Facilitator: Jennifer James

Recorder: Sonja Reed

Spokesperson: Duffy Smiley

Participants: David Griffin, Fay Hanscomb, Kathy Butts

Statement of Purpose:

Natural resources and historical assets of a community contribute significantly to the quality of life for residents and play an integral part in defining community character. Streams, rivers, walking trails, working farms, forest, clean air, historic buildings and bridges, wildlife and open land help to determine a community's personality and contribute to the everyday pleasures of community life. A sustainable community recognizes the importance of these assets and takes appropriate measures to assure their continuance.

Statements a community should consider:

- The community has recently inventoried its natural base.
- There is broad community interest and participation in protecting key natural resource and historical assets.
- Steps have been taken to provide long-term land protection to assure functioning natural resource systems.
- The local economy and population are putting stress on those natural resource systems.
- There are ways to increase the resilience of the local natural resource systems to allow them to respond to diverse or changing conditions, such as _____.
- Current systems, such as waste management, are handled in a way that preserves the integrity of natural systems in the community without damaging the integrity of natural systems elsewhere.
- Existing businesses are environmentally sound.
- Public water sources are protected.
- Some of these natural resource features are unique or in some way important regionally or statewide.
- Natural resource and open space contribute to the economic vitality of the community.
- Critical resources are being negatively impacted by competing land uses.
- Steps have been taken to establish regulatory controls and promote voluntary actions to assure the continued availability of natural resources.
- The community has addressed regional natural resource features and issues with surrounding communities.

Group Response – Strengths:

- lake/watershed (land 4,000 acres)
- Audubon
- peaceful, beautiful
- conservation fund – purchasing land easements
- maintaining historical areas
- town conservation land
- wildlife
- natural resource inventories
- Manchester Water Works protecting
- lake use through restrictions
- limited launching areas (boats)
- town majority are environmentally aware
- minimum lot size 2-3 acres
- wetland buffers
- Manchester Water Works monitors abuse of land
- promote use of environment for recreation
- maintain trails

Group Response – Challenges:

- 4,000 acres not protected from sale by Manchester Water Works
- maintaining wetlands regulations (enforcement)
- development requirements
 - cluster
 - minimum acreage
- no working Master Plan
- no implementation of Master Plan
- town leader's not following resident's concerns (voters)
 - limited vision of town's wants/benefits
 - other committee's concerns/desires
- industrial zone in wetlands
- no town recycling only volunteer
 - not promoted
- too many regulations
- inconsistent regulations
 - residents vs. developers
 - waivers
 - permits
 - setbacks
- no support from town leaders
- education of residents for land conservation has not met expectations
 - easements

Vision for the Future:

- conservation easements on Manchester Water Works (and watershed)
- standard regulations
- fewer regulations
- better leadership

- continued protection of lake area
- landowners putting their property into easements
- better communication among residents
- more involvement
- prime wetlands survey/completed
- more natural resources inventories
- easier access to natural resources

Key Issues for Now and the Future:

1. lake/watershed
 - access
 - protection
 - use
 - sale of
2. town leadership
 - listen/act to residents' desires
 - adhere to regulations
 - environmentally proactive
3. preservation of land
 - easements vs. sale
 - education options
 - promotion of recreation use
4. recycling
 - promotion and education
5. communication and involvement

9. Economic Vitality

Facilitator: Seth Lerner

Recorder: Claudia Boozer-Blasco

Spokesperson: Dave McLaughlin

Participants: Wendy Smith, Stoney Worster, Stephen Blaha, Margaret Blaha

Statement of Purpose:

The private, public and non-profit sectors are all important in attracting new investment and in developing new businesses that suit the character of the community and meet its needs. The need to sustain successful workplaces is an important factor to the health of a community. The more often money circulates within the community before leaving, the more the community benefits.

A healthy community includes access to a variety of environmentally sound businesses, industries, and institutions that provide reasonable wages and benefits to workers, engage in family-friendly policies, provide workers with opportunities to develop marketable skills, and contribute to the overall well-being of the community.

Statements a community should consider:

- A variety of businesses, industries and institutions make up the economic base of the community and the region, such as _____.
- We have a diverse economic base. No one sector or one employer dominates; there is a wide variety of sectors and employers.

- Existing businesses are environmentally sound.
- There are locally available educational opportunities to provide residents with skills that match the needs of local businesses.
- Local government works well with the local businesses to enhance the economic vitality of the community.
- There are business services lacking in the community, such as _____.
- There are many types of jobs available to residents in terms of security, wage levels, skill levels, and benefits, examples _____.
- Community members patronize downtown businesses on a regular basis and value the local businesses.
- Wages allow the majority of the population to enjoy a reasonable lifestyle.
- Local government supports and promotes local businesses.

Group Response – Strengths:

- areas in town that can develop both industrial and commercial
- lots of land for development
- majority of population does have good wages and lifestyle
- three newspapers educate town to merchants and advertising
- desirable place to live
- largest industry is electrical contractor
- construction industry in top five
- much diversity in population for skills base and education levels (diverse knowledge)
- industrial park on North end
- home office friendly – important for professional business
- internet – Comcast
- great place for future development of retirement communities and facilities
- good commuter location
- good tourist possibilities
- fishermen are using Lake Massabesic and village store, etc. are benefiting
- access of 101 for businesses (Exit 2)
- access to Exit 5 on I93
- we are positioned for growth if so choose
- known downtown area
- lower taxes than near-by communities
- opportunities for smart growth to increase our tax base (ex. Industrial Park attract CEO's and live in game community)
- road has been improved in the industrial park area
- farming, timber, horse farms in town
- Manchester Water Works does sustainable forestry – they do pay some taxes. This helps promote the rural character of town
- churches, library programs make it desirable for people to locate here
- Audubon Center makes the town attractive
- recreation programs make town desirable
- many programs given the size of town
- proactive volunteer community (ex. Fire department)

Group Response – Challenges:

- affordable housing for starter families, 1st time home owners, entry-level or moderate income to afford housing
- don't have affordable elderly housing
- keeping the rural character or open space even with growth
- two and three acre zoning is a challenge for decisions in future planning
- water supply and sewage treatment – no town water or sewer
- costly to bring in town water and sewer
- commercial and industry find challenge on current well and sewer systems
 - may limit future businesses
- people go to Manchester/Derry for shopping services
- don't have small branch bank, few convenience stores
- no tourist opportunities at Lake Massabesic
- people aren't focused on many small businesses in town
- newer people don't know about local businesses and services in town
- create a true, downtown village atmosphere
- offering quality education at low-cost price – this will attract more people
 - no public kindergarten and no middle school
- maintaining volunteer services with many computers
- maintaining safe community as town grows
- long commutes that some have to their jobs
- don't have public transportation (ex. Train? Park & Ride?)

Vision for the Future:

- have/build a village
- historical character brought back to Auburn Village
- Village middle and high School
- build a regional high school
- affordable housing for all needs, including elderly who currently live here and those providing services to Auburn (e.g. fire, police)
- keep apartments and mobile homes out
- more robust local newspaper – helps to focus on local news, issues, advertising
- increased small industry (100 or less) in town that is clean and good for environment
- increased small businesses in town (e.g. restaurants, florist, professional services, ice-cream shop, bank)

Key Issues for Now and the Future:

1. build a unique town village
2. promote existing small businesses
3. attract potential new small businesses and industry to expand tax base
4. build more supportive educational and other services – need kindergarten through elementary and new middle school, expand emergency services
5. retain rural character of town while offering affordable housing

10 & 11. Growth and Development and Transportation

Facilitator: Bob Desfosses and Olivia Saunders Recorder: Mike Cleary, Fran Marlatt Spokesperson: not noted
Participants: Angela McLaughlin, Lori Gelinias, Sharon O'Leary-Graves, Gary Gelinias, Marilyn Rix, Jim Headd

Statement of Purpose:

A community can more effectively manage its growth through the prudent use of local zoning

These tools allow the community to regulate the development of residential areas, commercial districts and the town center. These are key considerations in managing growth while maintaining community character.

Another important factor in the development of a healthy community is the diversity of housing. This encompasses availability, affordability, and location, all of which affect the lives of community members, especially the elderly, disabled and low-income families.

A community's strategic location and economic importance bring many people to live, work, and shop here. Roads get most of us where we need and want to go and most people drive their own cars for convenience. However, more vehicles sharing the roads results in increased highway maintenance, air pollution and traffic congestion. Alternatives to automobile travel include pedestrians and bicycle travel and bus and rail transportation.

Statements a community should consider:

- The community's zoning and planning regulations are updated regularly and reflect a broad spectrum of residents' vision of the community in 5, 10 and 20 years.
- There is adequate affordable and rental housing for the elderly and disabled.
- There is adequate rental housing in the community.
- Land use regulations and land protection efforts are preserving an adequate amount of open space in the community.
- Current zoning regulations favor protecting the character of key sections of the community over new commercial development.
- There is adequate housing for young families and/or single-parent families.
- Our zoning regulations are designed to counteract sprawl.
- Municipal government works well with landowners to promote land protection and sustainable development while respecting private property rights.
- Residential housing is planned so that negative effects on traffic, public schools, sewer and water systems, and wildlife habitats are minimized.
- Areas of natural beauty and historic importance are well protected by zoning regulations and land protection efforts.
- Our community commits financial resources toward protecting valuable natural resources.
- Our current road system is adequate and meets the needs of the residents and visitors.
- The use of traffic controls (signs, lights, speed limits, police, etc.) is adequate throughout residential and commercial areas.
- It is easy to get around on foot and by bicycle in our community.

- The community encourages car pooling, and helps make it work for people by providing information and accessible parking areas.
- Parking is adequate in the commercial areas.
- Tradeoffs, such as maintenance, pollution, and congestion are considered when widening main roads or building new roads.
- Public transportation would ease some of the traffic problems.
- Residents and visitors would use public transportation if it was available.

Group Response – Strengths:

- no more Public Urban Development/cluster
- strict zoning
- 2 ½ building lot
- clusters look nice
- no traffic lights
- Massabesic Lake not developed
- along coast line – nice recreational area brings in outside money
- strong conservation efforts
- rocks on soft shoulders
- town reacted well to flooding
- roads in good condition – except Depot Road bridge
- no buses or trains
- road reconstruction committee in town--the money from gas tax goes straight to the road construction
- roads are kept in good condition
- preserving existing dirt roads
- access to highway (Route 101 & 93)

Group Response – Challenges:

- proximity to highway – Route 101 & 93
- not become another Bedford
- two population extremes (family's w/children & families with children)
- increase minimum acreage/building lot
- open space
- keep Audubon happy – don't want them to leave
- increase town square/center with quaint shops/tavern/general store locally owned
- overcrowded school
- providing elderly affordable housing
- maintain existing building permit structure
- maintain the Manchester Water Works as a group invested in the community
- managing growth in all forms of development
- create a sense of community
- maintain infrastructure
- Spofford Road/Audubon intersection
- make Selectmen take notice to what townspeople want
- Route 121 intersection/dangerous

Vision for the Future:

- similar feel to current feel
- environmentally friendly senior citizen transportation
- new senior center
- preserve existing town hall
- excellent (+) schools with improved facilities
- achieve low(er) class sizes (teacher: student ratio)
- improve recreation areas
- teen center
- improve town hall

Key Issues for Now and the Future:

1. controlling growth to a minimum
2. school facilities update (programming offering increases as well as anticipated growth)
3. Senior and teen centers
4. open space conservation
5. town center (defining and developing)
6. maintain relationships with Audubon and Manchester Water Works
7. control traffic volume and noise levels on town roads through laws and ordinances
8. environmentally friendly senior transportation

Saturday Lunch

The 11 easels from the small groups were arrayed across the front of the room, each bearing a list of the five key issues for that topic area. This portion of the day began with short presentations from a member of each of the groups, explaining their group's list. The entire group worked together to evaluate and refine this list. After some discussion, 6 key issues emerged as important to study for the future of Auburn. This list is presented below.

Key Issues

1. All Age Community Center
2. Business and Industry
3. School/Education
4. Open Space
5. Town Center/Community Character
6. Leadership

PROJECT IDENTIFICATION AND EVALUATION

After lunch, participants each chose which of the 6 key issues they would like to discuss further and broke into small groups accordingly. Each topic attracted enough people to form a small working group.

The task of each group was to think about problems that existed in each area and then to brainstorm possible solutions/answers to the issue identified. We did that by thinking out loud for half an hour or so about “problems” and “goals.” Then we suggested solutions, from practical to fanciful to idealistic. The next step was to evaluate the reality of each possible solution/project using the following impact/feasibility grid.

IMPACT:
How much will it matter?

High			
Moderate			
Low			
	Low	Moderate	High

FEASIBILITY: How possible is it in our community?

Using the grid above, we copied each of our proposed solutions onto sticky notes. For each solution, the group decided together what the feasibility and impact of the solution would be. Then we placed the sticky note in the appropriate box.

Based on the grid, each group chose three solutions and wrote them up as proposals on their easel to be presented to the large group. Some groups chose only proposals with high impact/feasibility ratings, while others chose projects from a variety of ratings. Small projects, which were highly feasible but of low impact, were favored by those who wanted to start small and accomplish something quickly. Long term, difficult projects had advocates who were willing to commit to longer struggles with high rewards. Many of the groups proposed a combination of proposals. Verbatim notes from each of the groups are presented below.

Key Issue #1 All Age Community Center

Facilitator: Olivia Saunders

Recorder: Mike Cleary

Spokesperson: Diane Thibault

Participants: Marion Andrade, Jen Becher, Jay Becher, Janice Fusco

Clarification of the problem/issue to be addressed:

- no central place for everybody to connect
- need for something for all ages
- teens welcome everywhere – no gathering point
- bring together all age groups
- community center with a schedule for everybody
- school is public property but not treated that way
- no infrastructure for seniors
- budget constraints

Possible Solutions:

- use unused land near the safety complex for land to build a community center
- community-run community center
- look into funding other than taxes to fund building a community center
- look at similar communities
- rent the facility out to help fund
- shared community center (Candia)
- reuse town hall if the current one is replaced
- research feasibility, use and costs from other towns and look at funding after
 - how and why
- look for land/facilities
- define what the center will encompass
- look for funding mechanisms

Project Evaluations:

High Impact/High Feasibility

- look at similar communities who have community center
- all inclusive (age-wise) community center
- look into funding other than taxes to fund building a community center
- charging impact fees to developers to aid seniors
- dedicated areas to certain ages in community center

High Impact/Moderate Feasibility

- look into transportation options for community center
- community-run community center

High Impact/Low Feasibility

- share a community center with another town
- look at potential for school to be used as a community center
- reuse town hall if current one is replaced

Moderate Impact/High Feasibility

- rent the facility to help fund it

Moderate Impact/Moderate Feasibility

- unused land near safety complex for community center and recreation
- better discount for seniors on property taxes (to keep in community)

Moderate Impact/Low Feasibility

none

Low Impact/High Feasibility

none

Low Impact/Moderate Feasibility

none

Low Impact/Low Feasibility

none

Key Issue # 2 Business and Industry

Facilitator: Bryan Dwyer

Recorder: Deb Maes

Spokesperson: Ron Lambert

Participants: Dennis Tremblay

Clarification of the problem/issue to be addressed:

- need to ID potential sites for business/industrial growth
- what are current zoning regulations
- what kind of industry/business do we want to attract?
- what are other considerations
 - Lake Massabesic
 - conservation land
 - rural flavor of town
 - impact on housing/schooling/services
- reach potential of existing/current industrial park i.e. Wellington Road, Rte. 28 bypass

Possible Solutions:

- potential water and sewage issues
- warehouse distribution
- service industry – movers, computer support, VNA Agency, cleaning services, temp agency
- electronic assembly/light manufacturing
- quarry
- outdoor sports, bike shop, kayak rentals
- self storage
- Bed & Breakfast – especially on Lake property
- how Auburn can mark itself for potential businesses?
 - easy accessibility

Project Evaluations:

High Impact/High Feasibility

none

High Impact/Moderate Feasibility

- cultural/town center combo of local businesses, services
- warehouse/distribution center
- light manufacturing (electronic assembly)

High Impact/Low Feasibility

- quarry

Moderate Impact/High Feasibility

- storage industry, self storage

Moderate Impact/Moderate Feasibility

- service industry (movers, computer support, cleaning services, temp agency)

Moderate Impact/Low Feasibility

- Bed and Breakfast near lake

Low Impact/High Feasibility

- bike shop/outdoor sports rentals (also noted as Low Impact/Moderate Feasibility)

Low Impact/Moderate Feasibility

none

Low Impact/Low Feasibility

none

Key Issue #3 School/Education

Facilitator: Jennifer James

Recorder: Sonja Reed

Spokesperson: not noted

Participants: Karen Beals, Audrey Trickett, Sharon O'Leary-Graves, Maria Rooney, Sheila Lessard, Michael Galler, Will Thomas, Paula Vaughn

Clarification of the problem/issue to be addressed:

- overcrowded school – current status
- portables money
- inadequate infrastructure
- I-93/population increase
- lack of public kindergarten
- community information needs improvement
 - unfiltered
- unclear demographics on education
- adult
- non-traditional students (special needs, gifted)

- high school not in town (Manchester)
 - local and state funding
 - minimum tax increase
- transportation
 - pedestrian
 - bikes
 - parent pick up/drop off
 - buses (security) monitored

Possible Solutions:

- K-8 along with early childhood development
- individual facilities (pre-K, K-5, 6-8, 9-12)
- expanded programs through other towns
- additional support to working families scheduling issues
- full kindergarten - day
- transportation for ½ day kindergarten
- upgrade facility – present facility
- identify alternative use – present facility
- identification of resources and coordination of satellite for non-traditional students
- town identified resources for continued education and forming collaboration with local colleges and universities
- no more portables
- maximize grants (state/federal)
- encourage volunteers and mentors
- create ways for citizens to become vested whether or not they have students in school
- change mind set of volunteerism in school community (a little from many is as good as a lot from a few)

Project Evaluations:

High Impact/High Feasibility

- kindergarten, full day and transportation for ½ day kindergarten
- town identification of resources for continuing education and forming collaboration with local colleges and universities (also noted as Moderate Impact/High Feasibility)
- identification of resources and coordination of satellite for non-traditional students (also noted as Moderate Impact/High Feasibility)

High Impact/Moderate Feasibility

- additional support to working families – scheduling issues
- upgrade present facility (also noted as High Impact/High Feasibility)
- build middle school (also noted as High Impact/High Feasibility)
- expanded programs with other towns (also noted as High Impact/High Feasibility)
- maximize grants – state/federal for public education (also noted as High Impact/High Feasibility)
- encourage volunteers and mentors (also noted as Moderate Impact/Moderate Feasibility and High Impact/Low Feasibility and Moderate Impact/Low Feasibility)

- change mind set of volunteerism in school community (a little from many is as good as a lot from a few) (also noted as Moderate Impact/Moderate Feasibility and High Impact/Low Feasibility)

High Impact/Low Feasibility

- identify alternative use for current facility
- K-8 along with early childhood development

Moderate Impact/High Feasibility

none

Moderate Impact/Moderate Feasibility

none

Moderate Impact/Low Feasibility

none

Low Impact/High Feasibility

none

Low Impact/Moderate Feasibility

none

Low Impact/Low Feasibility

- no more portables

Key Issue #4 Open Space

Facilitator: Brian Reed

Recorder: Laura/Jeremy Bourgeois

Spokesperson: not noted

Participants: Paul Raiche, C. Carlson, Dave McLaughlin, Angela McLaughlin, Hayes Braynard, Dick Vee Vecchione

Clarification of the problem/issue to be addressed:

- sale of Water Works land
- increase financial impact due to decreasing volunteerism
- poor communication
- inadequate zoning to protect small town character
- lack of knowledge of support of town citizens for rural character

Possible Solutions:

- first right of refusal
- obtaining easement rights for several years in exchange for reduced taxes
- expand communications with Manchester Water Works
- communication to town residents regarding volunteer opportunities
- town website
- community bulletin boards without censorship

- videotaping town meetings from volunteers and provide it for free for the community
- additional funding for town newspapers
- research other towns' zoning
- give incentives to industries to use existing buildings

Project Evaluations:

High Impact/High Feasibility

- community bulletin boards without censorship
- obtain easement rights for several years in exchange for reduced taxes
- expand communications with Manchester Water Works
- first right of refusal to sale of Water Works land
- videotaping of town meetings from volunteers and provide them for free to community

High Impact/Moderate Feasibility

none

High Impact/Low Feasibility

none

Moderate Impact/High Feasibility

- communication to town residents regarding volunteer opportunities
- improved town website to improve communication of residents
- research other town's zoning policies to improve Auburn's

Moderate Impact/Moderate Feasibility

- give incentives to industries to use existing buildings

Moderate Impact/Low Feasibility

none

Low Impact/High Feasibility

none

Low Impact/Moderate Feasibility

none

Low Impact/Low Feasibility

- additional funding for town newspapers

#5. Town Center/Community Character

Facilitator: Nicole Finitis

Recorder: Fran Marlatt

Spokesperson: not noted

Participants: Al Goodwin, Stoney Worster, David Griffin, Tim McFadden, Jim Butts

Clarification of the problem/issue to be addressed:

- no distinct “center” to town
- define zone for schools, town develop
- do we need a town center?
- need for planned area
- history of 2 “centers”
- elderly or high density development near town center
- no “piggy backing” on zoning changes
- need moratorium on senior property tax vs. senior housing
- expand senior housing (assisted living)
- town assistance in renovations for senior use – ramps, etc.
- if we want 55+ development/we want it in center of town
- current library facility maxed out
- safety complex underutilized
- I-93 10-15 year project starts 2007
- 8 lane super highway in our backyard
- possibility of rail option – growth explosion of bedroom community
- don’t want to be too upscale and unaffordable to middle class

Possible Solutions:

- assess community desire for town center
- maximize utilization of safety center
- change zoning to build town center with new Master Plan by 2008
- investigate impact of moratorium on senior property tax on town finances
- do we want a combo school/municipal center at present school location
- assess town road system and interface with I-93

Project Evaluations:

High Impact/High Feasibility

- assess community desire for town center

High Impact/Moderate Feasibility

- assess town road system and how it will interface with I-93 (also noted as High Impact/High Feasibility)

High Impact/Low Feasibility

- change zoning to build town center with new Master Plan by 2008
- school/municipal center combination at present school location (also noted as High Impact/Moderate Feasibility)

Moderate Impact/High Feasibility
none

Moderate Impact/Moderate Feasibility
none

Moderate Impact/Low Feasibility

- investigate what the impact of a moratorium on senior property taxes (also noted as Moderate Impact/Moderate Feasibility)

Low Impact/High Feasibility

- maximize utilization of safety complex center

Low Impact/Moderate Feasibility
none

Low Impact/Low Feasibility
none

#6. Leadership

Facilitator: Seth Lerner

Recorder: not noted

Spokesperson: David Smiley

Participants: Peter Boudreau, Michelle McFadden, Peggy Lambert, Kathy Butts, Carol Webber, Jim Headd, Everett Harriman, Jim Fusco, Dan Carpenter, Don Dollard, Linda Ajello, Duffy Smiley

Clarification of the problem/issue to be addressed:

- communication – lack of
 - how to get reliable communication
 - accessibility
- lack of community access channel
- conflicts of interest lead to ethical dilemmas or not adhering to policies, lack of checks and balances
- lack of interest of existing leadership in Community Profile
- leadership isn't listening to us or asking the community (e.g. recycling)
- similar leadership issue have existed for many years
- leadership doesn't get information about to community
- do systems of checks and balances work?
- do leaders run for community interest or self-interest?
- good ole' boy network influences how decisions and elections go
- voters don't feel they can make a difference
- need to get more people to volunteer
- harder for volunteers to give time to committees and volunteer efforts
- is the town administration fulfilling his function?
- Selectmen don't want to relinquish to town administration
- road issue – people aren't aware of improvements being made

Possible Solutions:

- closed circuit, public access station
- candidate night before elections
- redesign website by experts who communicate with citizens/community
- bring expertise from UNH or town volunteers to assist with website – build it around a system, not a person
- end to apathy – information is available if people search for it
- additional ways to get communication out
- increased awareness that meetings are open to the public
- focus groups and informative meetings
- 5-man Selectman board
- once a month – talk with the selectmen, drop-in
- conversations with town administrator
- stories on each candidate in the Nutfield News in the same edition
- articulate role of Selectmen, town administrator, etc.- once a year mailing
- issues before committee should not be directed and decided by the Board Chair – issues directed by entire board
- elect boards vs. appointed by Selectmen
- personal responsibility of citizens

Project Evaluations:

High Impact/High Feasibility

- candidate night prior to election
- conversations with town administrator
- issues before committees should not be directed and decided by the board chair – issues decided by entire board
- stories on each candidate in the Nutfield News in the same edition (also noted as Moderate Impact/High Feasibility)

High Impact/Moderate Feasibility

- closed circuit public access station
- 5-man Selectman board

High Impact/Low Feasibility

- once a month talk with the selectmen – drop-in
- personal responsibility of citizens
- end to apathy – information is available if people search for it
- bring expertise from UNH or town volunteers to assist with website – build it around a system, not personal (also noted as Moderate Impact/Low Feasibility)
- redesign website by experts who communicate with citizens/community (also noted as Moderate Impact/Low Feasibility)

Moderate Impact/High Feasibility

- articulate role of Selectmen, town administrator, etc., once a year mailing

Moderate Impact/Moderate Feasibility

- additional ways to get communication out

Moderate Impact/Low Feasibility

- elect boards vs. appointed by Selectmen (also noted as Low Impact/Low Feasibility)

Low Impact/High Feasibility

- increased awareness that meetings are open to the public

Low Impact/Moderate Feasibility

- focus group and informative meetings

Low Impact/Low Feasibility

none

PROJECT SELECTION

We returned to the large group to hear from a member of each small group who presented the projects that the group had come up with.

Every participant received six adhesive dots to use to “vote” on the project in each theme they thought were important for Auburn to work on right away. Each voter placed a dot as they wished on one project within each topic so that there would be a priority project for each group to work on first. The projects receiving the most votes were then to be discussed in small groups in the follow-up meeting scheduled for November 8th. The list of project ideas follows.

#1 All Age Community Center

1. Research funding and use by other towns as well as what their process was, then define what the center will look like through a town survey (**37 votes**)
2. Logistics of center (funding, maintenance, location, staff) (**2 votes**)
3. Implementation of the center (**2 votes**)

#2 Business and Industry

1. Light manufacturing (i.e. electronic assembly) (**30 votes**)
2. Warehouse Distribution Center (**6 votes**)
3. Cultural town center combination of local businesses, services (combined with Town Center/Community Center #1)

#3 School/Education

1. Maximize grants for public education – federal and state (**17 votes**)
2. Provide public kindergarten (**12 votes**)
3. Build middle school and upgrade current facility for elementary school (**11 votes**)

#4 Open Space

1. Create a committee for Manchester Water Works ideas for land protection (**37 votes**)
2. Increase communication by videotaping town meetings and through bulletin boards, website, and Town Crier to solicit volunteers (combined with Leadership #1)
3. Research other towns’ zoning to protect and improve open space concerns (**2 votes**)

#5 Town Center/Community Character

1. Assess community desire for town center (**36 votes**)
2. Assess town road system and how it will interface with I-93 expansion (**1 vote**)
3. Investigate what the impact of a moratorium on senior property taxes would be on town finances (**5 votes**)

#6 Leadership

1. Have a public access channel **(23 votes)**
2. Have a Candidate Night and candidate articles in one newspaper issue **(17 votes)**
3. Make Town Administrator a stronger, more independent role **(4 votes)**

ACTION GROUPS

After the voting, the groups decided to focus in on the top project from each group. These are listed below.

1. Research funding and use by other towns as well as what their process was, then define what the center will look like through a town survey
2. Light manufacturing (i.e. electronic assembly)
3. Maximize grants for public education – federal & state
4. Create a committee for Manchester Water Works ideas for land protection
5. Assess community desire for town center
6. Have a public access channel

CONCLUSION

All the action groups will meet as a large group again on November 8, 2006 to begin to establish goals and objectives to accomplish the individual projects.

The meeting was adjourned at 4:00 p.m.

APPENDIX

Community Profile Participants

Angela Cote	Everett Harriman	Jim Fusco
Nancy Caron	Jason Becher	Don Dollard
Mary E. Jackson	Diane Thibault	Marion Andrade
Allen Goodwin	Jen Becher	Dan Dwyer
David Smiley	Maria Rooney	Jill Dwyer
Paul Raiche	Linda Gugger	Susan Handy
Lisa Altrath	Janice Fusco	Dan Carpenter
Jim Lagana	Hayes Braynard	C. Carlson
Peter Boudreau	Michael Galler	Will Thomas
Peggy Lambert	Ron Lambert	William Rix
Stella Tremblay	Paula Marzloff	Dave Canedy
Marilyn Cavanaugh	Dennis Tremblay	Jim Butts
Jarlene Cornett	David Griffin	Fay Hanscomb
Kathy Butts	Duffy Smiley	Wendy Smith
Stoney Worster	David McLaughlin	Stephen Blaha
Margaret Blaha	Gary Gelinis	Marilyn Rix
Jim Headd	Karen Beals	Audrey Trickett
Sharon O'Leary-Graves	Sheila Lessard	Angela McLaughlin
Dick VeeVecchione		

Community Profile Facilitators/Recorders

Zachary Shields	Jenn Scheffer	John Gallant
Karen Beals	Jen Frost	Sheila Lessard
Erin Berger	Carol Webber	Bob Desfosses
Claudia Boozer-Blasco	Deborah Maes	Jeremy Bourgeois (UNH)
Mike Cleary (UNH)	Bryan Dwyer (UNH)	Seth Larner (UNH)
Fran Marlatt (UNH)	Brian Reed (UNH)	Olivia Saunders (UNH)
Jennifer James (UNH)	Nicole Finitis (UNH)	Sonja Reed
Laura Sullivan		

Community Profile Steering Committee

Elizabeth Robidoux	Duffy Smiley	Linda Ajello
Karen Beals	Norm Bouley	Kimberlie Brunelle
Bob Desfosses	Jim Fusco	Tom Gonyea
Everett Harriman	Mary Jackson	Sheila Lessard
Moses Peabody	Elmer Pease	Kathleen Porter
Hu Topliff		

Follow-up Meeting Minutes November 8, 2006

Leadership Action Group

*Note: Do not include action steps from this group in **Town Crier** until full group has met.*

Chair: Jim Headd

Next Meeting: TBA

Goal 1: Make Town Administrator a stronger, more independent role.

Action Steps to Achieve Goal 1:

- Needs separate office from Selectmen to meet privately with citizens
- Needs defined authority
- Needs defined chain of command
 - personnel policy –job description
- Need to communicate to town members the role of the Town Administrator

Goal 2: Have a Public Access Channel

Action Steps to Achieve Goal 2:

- Review current contract (Board of Selectman/Admin)
- Can we change terms of contract (Board of Selectman/Admin)
- Penalties for implement change (Board of Selectman/Admin)
- Review programs with other towns (Chester)
 - Chester Board of Selectman
- Facilities to operate from
- Qualified people to operate equipment
- Cost of purchase of equipment
- Look at web site from Comcast
- Other technology techniques – web site
- Get help from residents skilled in computers

All Age Community Center Action Group
(combining forces with Town Center/Community Character Group)

Chair: Jennifer Becher (483-2324)jenbecher@hotmail.com
Marion Andrade (483-0824) marionbill2344@comcast.net

Next Meeting: Wednesday, December 6, 2006, 7:00 p.m. (contact Jennifer for meeting location)

Priority Goal: Determine feasibility of creating an all-age community center.

Action Steps to Achieve Goal 1:

- Create a vision: tasks include town survey, focus groups
- Identify other community centers in similar sized towns
 - services they provide – size
 - funding etc.
- Explore funding sources
- Explore potential locations
 - existing buildings/facilities
 - new land

Town Center/Community Character Action Group
(combining forces with All-Age Community Center Action Group)

Priority Goal: Create a Survey About Center Location and Feasibility

Action Steps to Achieve Goal 2:

- Come up with questions for survey. Topics to include:
 - Geography, business use, zoning, parking, sidewalks, size (Survey coordinator, Jim Butts 483-5828)
 - What are folks willing to do to encourage property sale?
 - Is eminent domain okay with the townsfolks?

Open Space Action Group

Chair: Paul Raiche (438-0981)

Next Meeting: Tuesday, November 14, 2006, 7:00 p.m. (Town Hall)

Goal: Create a committee regarding M.W.W. Land

Action Steps to Achieve Goal:

- Discuss new committee with BOS, Planning Board, Zoning Board
- Place ad in Town Crier for volunteers
- Tax incentives for development rights
- Zoning regulations in other towns regarding open space
- Is M.W.W. in current use? No.