

A 1996 STUDY

of

THE CIVIC PROFILE

for

THE TOWN OF NEW DURHAM

Prepared by: A large group (50 of New
Durham citizens

Assisted by: The Strafford Office of
UNH Cooperative Extension

Requested by: The New Durham Planning
Board

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THE NEW DURHAM CIVIC PROFILE

PROJECT DESCRIPTION

The Civic 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 Civic 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 National Civic League, along with several university studies have 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. These qualities make up the ten components of the Civic Profile and are the "tools" of the community self-assessment:

Community Information Sharing: Getting the right information to people who need it so they can make better decisions for themselves and for their communities.

Community Vision and Pride: Developing a positive self-image around what makes a community special and unique and taking proactive steps to keep it that way.

Civic Education: Doing all that is possible to help a community's citizens "learn the ropes" so that they can contribute to the life of the community.

Citizen Participation: Developing opportunities for people to volunteer for important work in visible, active ways, and making their entry an easy one.

Community Leadership: Ensuring the on-going development of active business, non-profit, and governmental leadership that is results-oriented, looks to the future, and takes appropriate risks.

Cooperation and Consensus Building: Designing ways and forums for sharing ideas, opinions, hopes, and fears in collaborative atmospheres, attempting to achieve common goals, and when there is a disagreement, to discover ways to resolve it.

Regional Cooperation: Working toward region-wide policies and programs to deal with problems and challenges facing a community and its neighbors by crossing traditional boundaries to offer and seek cooperation.

Intergroup Relations: Promoting communication among diverse community groups to form coalitions, understand different views, discover ways to resolve conflicts, and to prevent unnecessary escalation.

Volunteerism and Philanthropy: Creating opportunities and an atmosphere for individuals, groups, and organizations to give to the community in time, knowledge and skills, and dollars, and to honor one another for our contributions.

Government Performance: Seeking the best from government in effectiveness, efficiency, responsiveness, accountability, fairness, and creativity.

To assist cities and towns to strengthen their Civic Infrastructure--those skills, institutions and systems that communities use to solve problems, govern themselves and decide their futures--the Governors' Commission on New Hampshire in the 21st Century adapted a program from the National Civic League for use in New Hampshire, which they called the Granite State Civic Profile. This was the model that was adapted by University of New Hampshire Cooperative Extension for use in New Durham.

SPECIFIC GOALS AND OBJECTIVES FOR NEW DURHAM

The New Durham process began when the New Durham Planning Board, after a presentation by UNH Cooperative Extension, decided to undertake a Civic Profile. The Planning Board identified a core group of interested citizens who would be the Civic Profile Steering Committee. The committee identified six goals that they hoped to achieve through the New Durham Civic Profile.

They were to:

- Develop a fundamental community consensus around a shared vision for the future of New Durham that can be built upon by other groups.
- Achieve greater effectiveness in conducting business in a more cooperative and collaborative fashion.
- Invite active participation in the community from those not currently involved in order to enfranchise broader range of citizens and to expand the leadership pool.
- Learn to share information in more effective and productive ways to facilitate the decision-making process.
- Develop more effective ways to coordinate with various groups working within New Durham so that our efforts complement each other.
- Achieve a renewed spirit and sense of community in New Durham.

From the Civic Profile itself, the Committee expected that other goals for the community would likely be identified.

PARTICIPANT RECRUITMENT

From the very beginning of the process, the Steering Committee decided to include the broadest cross-section of the community as possible in the Civic Profile. In addition to current community leadership, an effort was made to include people who don't usually participate, community activists, and those people in the community who could prevent action on the recommendations. No group or individual was excluded from consideration as a potential participant. It was to be an inclusive, rather than an exclusive process. The Steering Committee identified over 300 individuals who would be contacted directly to participate in the Civic Profile.

The Steering Committee then went through all of the names to try to guarantee that balance was achieved. Again special attention was paid to those people who do not usually participate. Letters were sent to each person on the list. Out of the 300 invitations that were mailed out, over 70 indicated that they would attend the forum. Two weeks before the Profile, reminder notices were sent out to the attendees. This notice not only reminded the participants about the meeting but it also told them what they were to bring to the pot-luck supper on Friday evening. Unfortunately, there was predicted a substantial snowstorm for Friday. This event affected the participation by residents of New Durham at the Profile. However, fifty hearty souls on snow machines and in vehicles braved the weather and brought their food and good cheer to the pot-luck supper and the event.

THE PROCESS

Participants met for two sessions, Friday evening February 16th and all day Saturday February 17th 1996 to discuss New Durhams' Civic Infrastructure. The Profile began with team building and an over-view of the entire forum. The participants developed a mosaic of what New Durham is like now and a vision of what they would like New Durham to be in the future. The participants then went into randomly selected small groups of approximately 8 people each, which were led by facilitators from the community an Cooperative Extension who had been previously trained to lead the small group discussions. Each of the ten groups discussed one of the ten (10) components of the Civic Profile. For each component, the group was asked to evaluate two questions:

**How is New Durham doing now?
What should New Durham be doing in the future?**

After reaching consensus on the 5-7 most important points identified by the group, the small group facilitators reported their findings to the entire group and the other participants had the opportunity to comment on the reports. Key Civic Issues emerged as common themes.

Next, the participants split into small groups, based on their individual interests, to develop recommendations on methods to implement potential solutions to the Key Civic Issues. Each group was asked to define the following:

Critical steps to implementation

Resources needed

Principal leadership (group or individual)

Potential obstacles with potential strategies to overcome them

Timeline for implementation

Action step coordinator

At the conclusion of the second day's work, each small group reported their findings and recommendations to the entire group. Task groups formed to begin developing an implementation follow up plan of work for each issue.

NEW DURHAM MOSAIC

The first large group session addressed the question: What is New Durham like now and what is our vision (desired changes) to make New Durham better in the future.

PART A: WHAT NEW DURHAM IS LIKE NOW

(Restructured by grouping like attributes)

A safe & friendly community	Conservative & middle-class
A safe community (low crime rate)	Stable from a growth perspective
It is home, it is friend!	Conservative...as in "status quo"
Friendly people	Mostly home-owner/few places to rent
A "true" community	Middle-class (not affluent but not poor)

Seasonal and geographic division	Rural
A part-time community	Lots of open space
A "non-community", diverse groups need to communicate and get to know each other	It is a driving community ... you need to get in your car and drive to get to anything
A divided community ... active year-rounders vs. seasonal summer residents	Large land area and small population density may be an issue
Residents have diverse expertise	57 miles of groomed snowmobile trails
Divided interests	Lots of wildlife
Geographically split	Geographically isolated
	Agricultural/rural
	No public transportation

High Real estate taxes	Some differences with age
Non-industrial bedroom community	Child and youth oriented
Beautiful, but expensive (high taxes)	Older population
No commercial zoning (high taxes)	Gives an opportunity to relive your youth

Linked to outside influences	A huge array of natural resources
Fraction of a larger community (schools)	The best dump in the world (dumpfest)
Kids are socially isolated (grade 1-6) and then their world shifts to Wolfboro (7-12)	Lakes...including perhaps the nicest and cleanest lake in the state
Subject to influences from other community and outside factors (schools, county)	Lots of open land with outstanding forests and native white cedar trees

Note: This grouping eliminates political statements as well as statements which had equal and opposite mentions ... for example, one comment said the community was involved and concerned but there was an equal and opposite comment that said the community had lots of apathy. Also, republican and not republican. All original comments are included in the appendix as they were reported.

NEW DURHAM MOSAIC

PART B: HOW SHOULD NEW DURHAM CHANGE IN THE FUTURE

(Restructured by grouping like attributes)

More Youth Services & Activity	More Adult Recreation
Have a local high school	Activities and recreation for adults
A place for kids to meet/ a recreational ctr.	Town tennis courts
Continue active recreation/athletic program for the youth	Build a community activity & recreation center
Improve the school transportation system	

Protect & Beautify Assets	More Town Services
A sense of downtown	A crime free community
Beautify, downtown	More pavement & fewer dirt roads
100% financial support for the lake water quality monitoring program	Cable TV on both sides of Rt. 11 & both sides of Merrymeeting lake
Maintain small town, rural character	Better access to public transportation
Protect natural resources	Have local health and dental services
Protect the aesthetic parts of the community	Have a resource center
Increase planting of flowers & shrubs	Meet the needs of the elderly

Better Community Integration	Better Communications
A desire to feel like a part of the whole	Have an information center
Taxation without representation (part time and/or seasonal residents)	Approval for an informational bulletin board in front of the library
Overcome the town division by Rt. 11	Access to the internet (toll free)
Eliminate the “townies/lakers” syndrome	I Find out how to get involved
Integrate the Copple Crown section into the community and have a road to get there	A newsletter for better community communications
Be an integrated community	

Better Tax Planning	Government Issues
A master plan that addresses commercial and residential development together	Legislation addressing a stable population base
Keep the tax structure the way it is with regards to higher taxes on lake properties vs. the rest of the town (<i>not agreed by all</i>)	Assess the current form of government (i.e. government by town meeting)
Increase the tax base/lower property taxes	

THE TEN COMPONENTS

On Friday evening after completing the mosaic for New Durham, the group then broke into randomly selected small groups to discuss the ten components to successful community. There were five small groups of approximately nine members each and each group addressed two of the components. The groups assessed how New Durham is doing now, and what New Durham should be doing in the future. The results of those discussions are as follows.

CITIZEN PARTICIPATION:

HOW ARE WE DOING NOW?

- New Durham townspeople are pretty good about participation but there is certainly a need for more.
- Need to involve the elderly more in appropriate ways.
- Lack of resident participation in school district meetings ... this is probably due to the fact that they always get out voted by the larger communities.
- The time commitment is sometimes too great for people to get involved.
- There is a perception of nepotism in town positions and this discourages newcomers.
- There is a lack of information regarding organizations boards etc. so people don't get involved.
- Poor recognition for civic volunteerism.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- Break the larger jobs into smaller ones so that the time commitment is not as great.
- Encourage the elderly to participate even if it is in their own homes i.e. stuffing envelopes etc.
- Provide better information and announcements of opportunities for participation (town newsletter, town sign).
- Encourage more student (especially high school) participation in community service.
- Initiate "citizen of the year" and make award at dump fest.
- Feature groups, organizations town volunteers etc. in a town newsletter. Bring back the community Christmas tree.
- Personally invite people, it worked for the Profile.
- Encourage more opportunities for parent/youth events.

GOVERNMENT PERFORMANCE:

HOW ARE WE DOING NOW?

- The town has tough regulations, it is protective of the status quo, aquifers, and the control of aesthetics, it is also anti-business.
- The town knows what it doesn't want but doesn't know what its' options are for avoiding it.
- Some officials are accessible but there is limited understanding of how government works.
- Excellent public works and public safety and the New Durham Athletic Association. The town doesn't always follow its own rules, for instance cable is available only in part of the town even though town officials said OK to the cable company only if they were going to install cable everywhere in town.
- Excellent elementary school which has become a central part of the community.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- The citizens want to know what the options are for growth and change so they can make informed decisions.
- Government officials and boards and support groups need to know what the citizens want.
- We need a new master plan ... The master planning process can provide a response to the citizens and the officials.

COMMUNITY INFORMATION SHARING:

HOW ARE WE DOING NOW?

- School students have their own newspaper but it is not generally available. There is a weekly column in Fosters.
- The Parks and Recreation Director will have a pamphlet. The Athletic Association has a display board.
- There is no general and universal communication for the town. The only general communication is the town report.
- There is no communication for the seasonal residents.
- There is a need for a free communication device for the whole town.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- Establish a large, readable bulletin board in front of the library or school, which can be read from the road.
- Develop a town newsletter and identify someone to be the hub of information for people to call.
- Establish a computer hook-up and information center at the library so people can call in with a modem.
- Many people would gladly pay for the minutes of various town committee meetings (such as Planning Board, etc.) if they were mailed to them.
- Hold an informational "Town Meeting" in the summer for seasonal residents.

REGIONAL COOPERATION:

HOW ARE WE DOING NOW?

- There is good technical information available on a regional basis.
- Cooperation with the various regional offices and programs is good.
- There are some concerns about cuts in social programs.
- There is a lack of communication to the residents about regional projects which may have an impact on the community.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- Be aware of development which may impact New Durham... use the Town Administrator, the Planning Board and Strafford Regional Planning Commission.
- Need more and better regional cooperation with Belknap and Carroll Counties,
- Get information to the people about regional impacts through a communication vehicle.
- Get involved in regional planning, we need a regional planning commissioner.
- Tap into the local resources.
- Develop a plan to compensate for federal and state cuts.

CIVIC EDUCATION:

HOW ARE WE DOING NOW?

- There is a lack of a communication vehicle to inform the town's people about civic education and opportunities to get involved.
- Lack of structure to selectmen's' meetings and opportunity for public input.
- The library is great, it is a good full service resource for the town and we are also proud of the renovation of the old town meeting house.
- Great volunteerism and good helpful public employees that promote civic education.
- Elementary school emphasizes civic education and community service but not so regarding high school students who go to Wolfeboro.
- Residents who do not have children get left out of the loop.
- Summer residents need to become involved in town matters.
- Sectionalization encourages isolation and there is no common newspaper which serves all of New Durham to help bring full communication to all sections of the town.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- Develop a "Welcome Wagon" informational booklet that includes offices, committees, groups, recreation etc.
- Hold a summer town meeting especially for summer residents which will provide information and encourage participation.
- Allow time at the Selectmen's meeting and Board meetings for public input.

- Develop a town newsletter.
- Erect a large sign to announce town events etc.
- Provide more civic and social events, for example, the old school have a community open house where all organizations can participate.

COMMUNITY LEADERSHIP:

HOW ARE WE DOING NOW?

- Community leaders are not as effective as they could be, in part due to an out of date master plan and a lack of common goals established from input from a cross sectional representation of the community.
- Ineffective communication with and between the various groups, organizations and committees that currently influence or make decisions that effect the community.
- The expectations of our leaders are in need of revisiting in order to redefine and make clear for all (leaders and community).

WHAT SHOULD WE BE DOING IN THE FUTURE?

- Clarifying our expectations of our leaders.
- Seeking out leaders who are strategic, who can see the big picture, who are thinkers and risk takers.
- We need leaders who are committed, capable and pro-active.
- Leaders who are educated in or willing to be trained in the current definition of leadership and the processes used in leading.
- Leaders who are creative in recruiting an abundant cross sectional pool of enthusiastic volunteers to assist in achieving the vision of the community.
- An effective communication of the goals, the issues and the solution to the issues.
- A majority and a minority point of view as they pertain to the final decisions on issues.
- More progress towards solving some of the key issues.
- An effective cross section which will give input from the entire community.

VOLUNTERRISM AND PHILANTHROPY

HOW ARE WE DOING NOW?

- Volunteerism ranges from neighbor helping neighbor, to community service, to taking responsibility as a town official.
- The elementary school is a center for volunteer activity, but this means that those without school children find it difficult to participate in community.
- Limited volunteer base causes "burn-out".
- Those who want to volunteer find it difficult to find opportunities for volunteering.
- There is a lack of communication across divided/isolated segments of the community.

- There are meeting places available and several bulletin boards to use as a means of linking up volunteers with those tasks needing volunteer help.
- New Durham has a history of volunteerism but new blood is needed.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- Give ourselves credit for the many on-going volunteer efforts.
- Develop a newspaper to let people know what the volunteer opportunities are.
- Start recruitment activities, survey interests town wide.
- Volunteerism by interest can bring together people from different segments of the community.
- Civic meetings/Pot Luck Suppers and forums for community education such as "How does your town work", how to be a volunteer, what are the volunteer opportunities and with knowledgeable speakers available for each specific topic.

COMMUNITY VISION AND PRIDE:

HOW ARE WE DOING NOW?

- We have a master plan that no one knows about.
- There is an active historical society.
- There is lack of communication.
- Lake peoples interests are many times different than in-town people interests.
- Route 11 divides the town, yet there is a lack of planning for Route II development.
- Geographic separations divide the community, The Ridge, Copple Crown, Lake, Downtown, Birch Hill and March Road.
- Natural resources have been well preserved.
- Why is there a "Dump Fest" but no "Lake Fest".. the lake is a bigger asset to the town than the dump is.
- People need a way to access volunteering,

WHAT SHOULD WE BE DOING IN THE FUTURE?

- Have a town pride day with all geographical sections participating.
- Develop a new strategic plan, update the master plan and make it available perhaps have a synopsis at town meeting.
- Guide development.
- Have rest rooms with water at the ball field.
- Focus on Route 11 planning.
- Get more towns people involved with town beautification.

INTERGROUP RELATIONS:

HOW ARE WE DOING NOW?

- Uneven representation on financial matters ... part time residents get to pay taxes, but do not get any say in how to spend the money.
- Lack of effective communication vehicles.
- Lack of knowledge of the current methods of communication.
- There is a lack of knowledge of issues within the diversified groups and a lack of understanding.
- Lack of concern about the issues.
- Lack of forums to address the issues.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- We want everyone to know about New Durham.
- Develop a resource center for town happenings and town news.
- Produce a local newsletter.
- Town information meetings in the summer for summer residents.
- A welcome package for new residents and a resource list for all residents, also create a welcoming group.

COOPERATION AND CONSENSUS BUILDING:

HOW ARE WE DOING NOW?

- There is a lack of constant commitment.
Lack of common goals.
- Assess and address the needs of all geographic groups.
- COMMUNICATION - we need more ways to share information with all.
- Leadership-there is a lack of effective and identified Leadership.

WHAT SHOULD WE BE DOING IN THE FUTURE?

- More enthusiasm and involvement from the community.
- More thorough and detailed reporting of committees and meetings.
- Balance of positive and negative involvement.
- Open and honest decision making.
- A variety of means for collecting feedback i.e. surveys.
- Broad based communication between the lake association and the town.

RECOMENDATIONS

On Saturday morning the small groups reported out on what they had discussed regarding the ten components from these report outs, the group identified the KEY ISSUES that exist in New Durham. There were four KEY ISSUES identified, they were: Communication, Citizen Participation, Master Planning and Geographical/Seasonal Separation. The large group then broke into four smaller groups to develop strategic plans for New Durham to address these four KEY ISSUES. The results of this effort is as follows.

KEY ISSUE #1

- **DEVELOP AN INTEGRATED PLANNING PROCESS**
- **CREATE A NEW "PERPETUAL" MASTER PIAN**

Master Plan Defined:

A broad, integrated, comprehensive "living" plan for the future which, if implemented, meets the integrated needs of town residents in both the short term (2 year) and the long term (10 year) planning horizons.

1. Residents must be aware of and agree with the master plan.
2. Plan should be a blueprint of where citizens want the town to go, it should define the goals and objectives for the future of the town and also set the broad policies (regulations) to govern implementation.
3. The plan should be a "living" or "evergreen" document ... which means it should be updated on a formal basis every 2 years via a well defined process of citizen review.

Note: Webster definitions:

Plan--a method for achieving and end, a detailed formulation of a program for action. Planning--the act or process of establishing goals, policies and procedures for a social or economic unit (city/town).

Critical Steps to Implementation:

1. A small group should look at the existing master plan (and updates) as a starting point.
2. The small group should focus on the planning process as well as the plan document.
3. The plan must be readable ... by a relatively unsophisticated person/citizen.
4. The plan must be usable ... this means that the plan (or an abstract) must be short enough to be easily read every month by key town administrators.
5. There must be broad based "buy in" by the entire New Durham community, The plan must start from the "grass roots" and emerge from the community ... this may imply that there must be a community education program on planning before we actually begin the process of creating the plan.
--Open meetings with citizens
--For example, the civic profile process is excellent in this regards
6. Identify issues
7. Break the master plan into sections and get "interested citizens to work on those areas that will have a direct link into their areas of interest ... for example, get the residents of Kings Highway/Copple Crown area to work on the issue of how to integrate this area into the New Durham town/community.
8. Start the process using a steering committee and then expand to the general public.

9. Have a defined time frame to complete work, be results oriented.
10. Find a way to make the existing Master Plan (done in 1983-84 and in 1994) available for the public to read ... note that this document (the existing plan) is about 100 pages long including the updates, so an abstract may be the best way to create something for the public to read.
11. The resulting New Master Plan has to address all parts of New Durham since each part has issues which are specific to themselves ... however, these separate areas/parts must be integrated into one cohesive Master Plan for the entire community,
 - Full time residents
 - Part time (seasonal) residents (note ... part time residents are a very large pan of the total tax base for the town)
 - All geographic sections of the town (note ... lakes, downtown, ridge, back-ridge, Kings Highway/Copple Crown, Birch Hill, etc.)

Principal Leadership:

1. The Planning Board is the real driver of the town planning process and should be the executive body that leads, approves and accepts any planning efforts for the town.
2. The Civic Profile small group that worked on the key issue of plans and planning suggests that it act as a steering committee and agree to meet with the New Durham Planning Board at least once to seek approval of these planning recommendations.
3. Other citizens will be (and must be) included soon after the steering committee (with the approval of the New Durham Planning Board) gets the process started.

<u>The Perceived Obstacle</u>	<u>Suggestion: How to Deal with Obstacle</u>
Status Quo/Indifference	Elevate planning (and a new master plan) to the highest priority in the community.
Divisive attitudes of various groups	Educate and communicate ... use a summer informational town meeting so everyone who has interest can attend
Time demands on people to do plan	Chunk" the effort into small pieces
\$\$\$ Money needed to do plan	" Get grants from town, county, and state by forming partnerships and collaborations
Communication (lack of) with citizens	Delegate this to the Civic Profile sub-group on communications
Lack of data/information to build plan	The planning sub- group will get data
Liability (legal issues)	Speak to selectmen and town counsel
Land restrictions (and regulations?)	Should be art of existing Ian from 1983

Resources:

The following items represent some of the resources that are a part of the New Durham town (assets) and/or community (people) which need to be considered and/or used in the creation of a new Master Plan and planning process (plan/review/update).

people	computers	This column needs assessment of social and natural resources
leadership (planning board, Strafford regional folk, prof. Planners & consultants)	Foxy Johnny's Friday nite social gathering of town and seasonal people	Merrymeeting Lake and the other lakes as well as the river
local residents with planning expertise	\$\$\$ / money	highway and road system
home owners associations	food pantry	aquifer
tax base: revenue \$\$\$	recreation department	land (undeveloped & public)
commercial base (business)	athletic association	wetlands
negative attitude about commercial use and zoning	fire department and the fire association	wildlife
police department list and database of residents	Bob Belmore's existing list of organizations	fish hatchery
public infrastructure (buildings and services)	downtown area	constraints on land use
school building and services		protected land
		native white cedar trees

Initial Steps. Action & Time Line:

Action item and description	Responsibility	Date complete
1. Report from Civic Profile to planning board and this small sub-group	Susan Pillsbury-Jenkins / Chiasson	4/1/96
2. Copy of existing Master Plan to this sub-group	Pete Chiasson	3/15/96
3. Sub-group read civic profile and existing plan	All	4/1/96
4. Arrange meeting 'With planning board at the first meeting in April (4/2/96)	Charlie Bridges	4/1/96
5. Insure that a selectman is at the 4/2/96 meeting of the planning board	Charlie Bridges	4/1/96
6. Act as the first step leader for creating a new Master Plan for the town	This sub- group	Until after the 4/2/96 meeting

KEY ISSUE #2

- **COMMUNICATION, COMMUNICATION, COMMUNICATION**
- **SUPPORT INCREASED INFORMATION SHARING METHODS**
- **DEVELOP A COMMUNITY NEWSLETTER**

Community Communication is the Key to Solving Most New Durham Issues:

Communities must have mechanisms for generating and sharing information, and educating the public on major issues. Without comprehensive and accessible information sharing a community's ability to work towards cooperation and consensus, make balanced judgments, and head off contentious disputes is impaired.

Residents need to understand the vital issues of their committees if they are going to make informed decisions. Increased communication can help to tie together the various geographical areas of New Durham

Questions a community should ask itself include:

- *Do citizens have the information they need to make good decisions?*
- *What role does local government play in informing the public?*
- *Do schools and libraries play a role in making information available?*
- *Does the media play an active and supportive role in the community?*

Critical Steps to Implementation:

1. Form a small group should to develop a community newsletter.
2. Establish a method for conducting public forums.
3. Erect a town bulletin board.

Principal Leadership:

Editorial resources and leadership to oversee the production of the information vehicle.

Resources:

- One or two people who have the needed computer skills
- People with editorial capabilities
- List of town and civic organizations and committees
- A location

Obstacles and Dealing with Obstacles:

Perceived Obstacles	Suggestions For Dealing with Obstacles
Money needed to implement the newsletter	Research the availability of grants, solicit local donations, subscriptions, etc.
People to do the work	Build on interested people from the civic profile group, explore use of elementary and high school students for article submissions, newsletter staff and recruit more committee members.
Convincing various groups to contribute information and use the newsletter	Leadership of various groups will be contacted by members of the committee.
Overload	Divide tasks into smaller efforts over a manageable time line.

Initial Steps...Action & Time Line:

Item and Description	Responsibility	Date Completed
1. Establish the newsletter committee.	Susan Bartlett and Sherry Cullimore	3/8/96
2. Plan for the newsletter – <ul style="list-style-type: none"> Statement of vision, policy and guidelines for operations. Decide on and implement regarding: content, format, information stream, frequency, cost, production and distribution. 	Communications Committee: Ruth Arsenauh Esther Barber Susan Bartlett Jeanne Bronise Sherry Cullimore Janice Hempel Barbara Hunter Nancy Rhoades Paul Perry	9/30/96
3. Evaluate and celebrate after each issue and make necessary changes.	Communications Committee	10/96 and following each subsequent issue.
4. Explore the idea of using a phone # for information sharing to augment the newsletter.	Communications Committee	after 10/96

KEY ISSUE #3

- **IMPROVE RESIDENT PARTICIPATION IN NEW DURHAM AFFAIRS**
- **VOLUNTEERISM IS MUCH MORE THAN "VOTER TURNOUT"**

Resident Participation

Resident participation in local affairs is a critical component in creating a strong, Vibrant community. Without active participation it is difficult for a community to agree on what problems it must confront and even more difficult to move forward collectively to solve them. With New Durham's unique demographics (part time residents and full time citizens) active participation is much more than voting in local elections and serving on government boards and commissions. It is also being active in the neighborhood, attending public hearings and serving on town and civic organizations. Resident participation includes asking questions and involving oneself in working towards solutions. To be effective, resident participation should include all segments of the town population, including full time citizens and part time (seasonal) residents, and should happen on a routine basis, not just in times of crisis.

Questions a community should ask itself include:

- *Do citizens (and/or residents) volunteer to serve on local boards?*
- *How visible and active are local civic groups?*
- *Do residents know how local government works?*
- *Is participation pro-active or reactive?*
- *Is there balanced involvement from diverse groups in major projects?*

Critical Steps to Implementation:

1. Identify the needs and wants of the community that would benefit by better volunteerism.
2. Open lines of communication about community needs using newsletter or information kiosk.
3. Define a system for recruitment of volunteer participants.
4. Recruit individuals for areas of specific expertise.
5. Ensure recognition of volunteers and participants.

Principal Leadership:

- Recruit a community activity coordinator.
- Develop a liaison or contact person within key local groups to feed activity coordinator.
- Create a "council of leaders" from all individual groups within the town.

Required Resources:

In order to properly address the issue of improving volunteerism and more active participation in town affairs by all classes of residents the civic profile group believes the following resources will be required.

1. A small amount of money to do mailings, printing, etc.
2. A directory of individual expertise that exists in. town residents.
3. A listing of all the various groups in. town ... i.e. Homeowners associations, clubs, etc.
4. Creation of a community activity coordinators position ... perhaps with small salary?
5. Survey of the entire community for a list of desires, interests, etc.

Obstacles and Dealing with Obstacles:

Money: for newsletters, printing, mailings and low pay for coordinator	<ol style="list-style-type: none"> 1. Ask for donations, put a collections receptacle for donations in key locations in town. 2. Small charge for newsletters, etc. 3. A small budget from the town government resources.
Apathy of residents and citizens	<ol style="list-style-type: none"> 1. Use the Civic Profile report and participants to help "hype" the need for more participation. 2. Use the communications group's newsletters, etc. to help increase awareness of the need and opportunities for anticipation.
Volunteer "bum out" ... a significant few volunteers always seem to be the active ones who get tired over time	<ol style="list-style-type: none"> 1. Get more residents to participate. 2. Make people aware of how they can participate in areas where they have interest ... people are more willing to get involved if they have interest in a specific activity or task.
Limitations on ace and resources	(TBD) To Be Developed
Methods for "proper" recognition	<ol style="list-style-type: none"> 1. Have town officials write letters of commendation. 2. Publish names of volunteers who do good work on projects in local newspapers, etc. 3. Recognize volunteers at town meeting. 4. Have a "Volunteer of the Month/Quarter/Year". Award with formal presentation at a Dumpfest, etc.

Initial Steps...Action & Time Line:

Item and description	Responsibility	Date Complete
Develop a "wants, likes and will help" survey	This small group	3/1/96
Distribute survey as part of voting activity. (Note: this will not get the seasonal resident involved more needs to be done to involve summer folks)	This small group, but we need to do more for summer residents	3/12/96 (More to be done before summer)
Analyze survey information and document results	TBD	TBD
Increase town meeting attendance by three fold	A committee	
Target a "Spring Fling" to include various to groups and individuals...pay particular attention to part timers	A committee	Before Labor day
Recruit, select or appoint activities coordinator	TBD	
Find a way to use the Civic Profile Communications group's recommendations as the communications vehicle for promoting "Active Volunteerism"	This small group	6/30/96

KEY ISSUE #4

- GRAPHICAL, SEASONAL AND CHILDINO CHILD SEPARATION
- CELEBRATING NEW DURHAMS DIVERSITY

Intergroup Relations:

As communities grow and change conflicts are created: by economic development; by social, economic, religious, ethnic and racial diversity; and in the case of New Durham, by the separation caused: by geography (town vs. lake, ridge, back-ridge, King's Highway, etc.); by seasonality (the full-time voting citizens vs. the part-time seasonal residents); and by whether a resident has any affiliation with the school (school age children vs. no children or children not in the New Durham Middle school ...e.g..... senior citizens, new residents, etc.). New Durham, like all communities that function efficiently, must ensure that all groups have the skills and opportunities to become actively involved in community affairs. Ultimately and most importantly, healthy intergroup relations are the result of a tolerance and respect for diversity. When this respect is visible, the community is the beneficiary.

Critical Steps to Implementation:

- Identify the major obstacles to community cohesiveness
 1. Geographical i.e. Ridge, Lake, Town Center, Copple Crown, Birch Hill, etc.
 2. Seasonal i.e. Full time voting citizens vs. Part time summer residents.
 3. No school (specifically New Durham Middle School) affiliation i.e. seniors, new residents, etc.
- Identify and/or establish contact with interested individuals/groups within these categories.

Principal Leadership:

1. Members of the Civic Profile sub-group on Intergroup Relations.
2. Existing offices (individuals within each group) of clubs, groups, committees and associations.
3. Community leaders--business & government.

Resources:

- School/school newsletter, Parent Teachers Organization (PTO).
- New Durham Town Hall and all its infrastructure and employees/officials.
- Existing groups/functions such as:
 1. Dumpfest.
 2. Volunteer Fire Department.
 3. Firebelles.
 4. MML Homeowners and MML annual meeting.
 5. Fish and Game Club.
 6. Friends of the Library.
 7. Snowmobile Club.
 8. Recreation Department.
 9. Historical Society.
 10. Etc. etc. etc.

Obstacles and Dealing with Obstacles:

The Perceived Obstacle	Suggestion: How to Deal with Obstacle
No networking and little communications between diverse groups	Get commitment from these various groups that communication with each other is a high priority. Try to get one individual from each group who will be the communications contact
Lack of volunteer time	Break down tasks into small pieces
Difficulty in getting leaders	Communicate the long term values that will accrue to each group and the town at large if we all participate. This is an education process as well as a communication task.

Action Steps & Time Line:

Item and description	Responsibility	Date Complete
Identify person(s) willing to assume leadership role	David Monroe	3/28/96
Expand school newsletter	TBD	
Encourage, invite & excite interest in this process with existing groups within the town	TBD	
Develop a "Welcome to New Durham Booklet" committee	TBD	
Participate in an informational town meeting	TBD	Hold meeting in the summer

APPENDIX

1. Original comments from group meetings
2. Group members names
3. Steering committee members names
4. Facilitator names

NEW DURHAM MOSAIC

The first large group session addressed the questions: what is New Durham like now, and what is our vision for New Durham in the future?

WHAT IS NEW DURHAM LIKE NOW?

- * A safe community
- * Non-industrial bedroom community
- * Part time community (summer residents)
- * Open space
- * It is home it is friendly
- * Not affluent but not poor
- * Beautiful but expensive
- * Thriving
- * Stable from a growth perspective
- * Child and youth oriented
- * Divided interests
- * Involved and concerned
- * Driving, you have to drive to get anything
- * Older population
- * Give an opportunity to relive your youth
- * Good volunteerism fire dept schools etc
- * Friendly
- * A true community
- * Conservative as in status quo
- * Lot of apathy
- * Republican
- * Not republican
- * Geographically split
- * Dump fest
- * Large land area and small population density might be an issue
- * Fraction of a larger community as in schools
- * Nicest lake in the state beautiful and clean
- * Kids are socially isolated and then their world shifts to Wolfeboro because of school
- * Fifty seven miles of groomed snowmobile trails
- * Town beach
- * Some residents do not think of it as a community
- * Diverse expertise
- * No public transportation
- * Agricultural
- * Lots of history
- * A non-community need to know each other and communicate
- * A divided community, active year "rounders" vs seasonal residents
- * Lack of long term commitment such as running for selectman
- * People are involved in child issues
- * Non-commercial high taxes
- * There are few rental places in town
- * Lots of wildlife
- * The weather epicenter for channel 9
- * Geographically isolated
- * Subject to influences from other communities and external factors

WHAT DO WE WANT NEW DURHAM TO BE LIKE IN THE FUTURE?

- * Have a local high school
- * A place for kids to meet like a recreational center with activities
- * A sense of downtown beautify the downtown
- * A crime free community
- * We do plant flowers downtown
- * Want to feel like part of a whole
- * Increase tax base lower property taxes
- * More pavement and less dirt (roads)
- * Maintain small town rural character
- * Protect the aesthetic parts of the community
- * Tennis courts
- * Have an information center
- * Protect the natural resources
- * More citizen participation more at town meeting
- * More involvement in planning, zoning etc
- * New blood in community
- * Find out how to get involved
- * Activities and recreation for adults
- * A master plan that addresses commercial and residential development
- * Taxation with representation ie summer residents
- * A newsletter newspaper for better communication
- * One hundred percent financial support for the lake monitoring program
- * Approval for the sign in front of the library
- * Have the library carry the New York Times
- * Overcome the town division by route 11
- * Cable TV on both sides of town
- * Integrate the Copple Crown section into the community and have a road to get there
- * Have access to public transportation
- * Support for local businesses like the garden center
- * Be an integrated community
- * Have local health and dental services
- * Have a resource center
- * Access to the internet (toll free)
- * Keep the town the way it is regarding the tax structure of the lake verses the rest of the town
- * Improve the school transportation services
- * Have a community center and activity center
- * Assess the form of government ie town meeting
- * Legislation addressing a stable population base
- * Meet the needs of the elderly
- * Continue an active recreational program for the youth

RECOMMENDATIONS

On Saturday morning the small groups reported out on what they had discussed regarding the ten components from these report outs, the group identified the KEY ISSUES that exist in New Durham. There were four KEY ISSUES identified, they were: Communication, Citizen Participation, Master Planning and Geographical/Seasonal Separation. The large group then broke into four smaller groups to develop strategic plans for New Durham to address these four KEY ISSUES. The results of this effort is as follows.

COMMUNICATION:..... Action Step Coordinator
Susan Bartlett

Critical steps to implementation:

- * Create public forums
- * Start a newsletter and identify a person to head it up
- * Develop a community phone book, a calendar and an internet address for e-mail
- * Erect a town bulletin board
- * A phone number with a recording for information sharing

Resources needed:

- * A location
- * A contact person for communication
- * Skills
- * The appropriate information

Principal leadership:

- * A computer literate person
- * Editorial resources
- * An understanding of the organizations
- * A coordinator

Potential obstacles

- * Finances
- * People to do the work
- * A shared vision and enthusiasm
- * Overload
- * Justification

Timeline

- * Use the library and staff as a resource
- * Vision
- * Collect information
- * Edit
- * Produce
- * Print
- * Distribute

- * Collect \$
- * Celebrate first issue
- * Evaluate
- * All done within six months

CITIZEN PARTICIPATION:.....Action Step Coordinator
 Mauri Kenny
 Linda Bishop
 Reed Vanrossum

Critical steps to implementation:

- * Open lines of communication i.e. newsletter information kiosk
- * Document and recruit individuals for areas of specific expertise
- * Define a system for recruitment of participants
- * Ensure recognition of volunteers and participants
- * Identify the needs and wants of the community as a whole

Resources needed:

- * Money
- * A directory of individual expertise
- * A far reaching method of communicating events etc
- * Create a community activity coordinators position an individual or group
- * Survey the entire community for a list of desires, interests etc

Potential Leadership

- * Community activity coordinator
- * Individual local groups will need a liaison to the newsletter or community activity coordinator
- * A council of leaders for the various groups

Potential obstacles:

- * Money for mailings, newsletter, printing etc
- * Apathy
- * Volunteer bum-out
- * The limitation on space and resources
- * Methods of recognition

Timeline:

- * Recognize needs
- * Form a committee for organization
- * Develop a survey
- * Establish a communication system
- * Increase town meeting attendance by three fold

- * Distribute the survey
- * Analyze survey information and document results
- * Target a "Spring Fling" for inclusion of various town groups and individuals

MASTER PLANNING:

Action Step Coordinator
Charles Bridger, Pete Chiasson, Leslie Turner, Art Hoover

Critical steps to implementation:

- * Define the planning mission and outline it
- * Get authorization from the Planning Board and legitimize the group
- * Establish a process for review and update
- * Identify the resources
- * Involve the public
- * Do it

Resources needed:

- * People and staff
- * Capital resources
- * Leadership Planning Board and Steering Committee
- * Assessment of natural and social resources
- * Local experts from various fields

Principal leadership:

- * Executive committee the Planning Board
- * Master Plan committee

Opportunities to maximize success:

- * Communication and the education of the value of planning to the public
- * Getting to all of the various groups
- * Overcoming the status quo
- * Addressing the attitude of a divided community

Timeline:

- * Civic Profile review
- * Master plan review end of March
- * Steering Committee meets with Planning Board the first Tuesday in April
- * Community activity coordinator
- * Individual local groups will need a liaison to the newsletter or community activity coordinator
- * A council of leaders for the various groups

GEOGRAPHICAL/SEASONAL SEPARATION:

Action Step Coordinator

Critical steps to implementation:

- * Geographical barriers the legal situation which creates exclusion
- * Personal perceptions and feelings
- * Personal choices
- * Lack of communication and knowledge

Resources needed:

- * Personal invitations as a form of communication
- * A forum for getting people together
- * Money
- * A network of people who want to get involved and a process for gathering input and establishing common goals
- * Using natural resources as a common point of interest

Principal leadership:

- * Existing organized groups and committees
- * Elected town officials
- * Interested individuals
- * Experts on training

Timeline:

- * Identify key groups
- * Organize a planning committee
- * Develop goals and a purpose for the meeting
- * Communicate the goals and the agenda
- * Investigate, evaluate and develop communication tools
- * Hold an informational town meeting with two way communication
- * Get town official support and involvement

APPENDIX

PARTICIPANTS

Bernie Arsenault
Ruth Arsenault
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Linda Bishop
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Vince Bober
Jackie Bou.rgoine
Cliff Bourgoine
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Charles Bridges
Jeanne **Bronisz**
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Nancy Wight

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Cal Schroeder
Sarah Smith
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STEERING COMMITTEE

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Peter Chiasson
Shirley Currier
Paul Gibbs
Doug Hempel
Janice Hempel

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