

# DRAFT

## THE PETERBOROUGH 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 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 Peterborough.

## **SPECIFIC GOALS AND OBJECTIVES FOR PETERBOROUGH**

The Peterborough process began when the Conservation Commission and the Board of Selectmen, after a presentation by UNH Cooperative Extension, decided to undertake a Civic Profile. The Board of Selectmen identified a core group of eight interested citizens who would be the Civic Profile Steering Committee. The committee identified six goals that they hoped to achieve through the Peterborough Civic Profile. They were to:

- Develop a fundamental community consensus around a shared vision for the future of Peterborough 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 a 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 Peterborough so that our efforts complement each other.
- Achieve a renewed spirit and sense of community in Peterborough.

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 350 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 350 invitations that were mailed out, 43% indicated that they would attend the forum. The week 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.

## **THE PROCESS**

Participants met for two sessions, Friday evening June 18 and all day Saturday June 19, 1993 to discuss Peterborough's Civic Infrastructure. The Profile began with team building and an over-view of the entire forum. The participants developed a mosaic of what Peterborough is like now and a vision of what they would like Peterborough to be in the future. The participants then went into randomly selected small groups of approximately 12 people each, which were led by 2 facilitators from the community 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 Peterborough doing now?  
What should Peterborough be doing in the future?**

After reaching consensus on the 3-5 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.

## PETERBOROUGH MOSAIC

### WHAT IS PETERBOROUGH LIKE NOW:

THE FOLLOWING PERSPECTIVE ON PETERBOROUGH WERE IDENTIFIED AT THE FIRST SESSION ON FRIDAY EVENING

- \* Mountain views
- \* Community support of education
- \* Nervous about losing business
- \* There are pockets of poverty
- \* There is high unemployment
- \* Excellent health care
- \* Lots of land in current use
- \* Traffic congestion
- \* Self centered
- \* There is an interest in quality education
- \* Unique
- \* It is a publishing capital
- \* There is no McDonalds'
- \* There is no Brookstone
- \* People come together
- \* Generous
- \* Buildings shape the people
- \* A good town to live in
- \* Our town
- \* Poor police facilities
- \* Unpaid taxes
- \* Divided
- \* Apathetic electorate
- \* People stop to talk
- \* Know almost everybody
- \* High standard of excellence
- \* Good library
- \* Economically exclusive
- \* Good local government services
- \* Articulate
- \* Undiscovered
- \* Good water supply
- \* Forests
- \* Anti business
- \* Beautiful Main Street image
- \* Historic
- \* Art center
- \* Expensive schools
- \* Zoned to death
- \* Declining employment
- \* Friendly
- \* Traditional New England town

- \* Conservative
- \* Stable
- \* Snobby
- \* Affluent
- \* Safe
- \* Wonderfully varied
- \* Plenty of people on welfare
- \* There is a transportation need
- \* No jobs for the young
- \* Few jobs and the people are over qualified
- \* Exorbitant taxes
- \* Parking problems
- \* Losing young people
- \* You don't know everyone
- \* Uncertain about future direction
- \* Taken for granted
- \* A regional hub
- \* Lots of free lance people
- \* Excellent recreational facilities
- \* Lots of rivers and brooks
- \* Well planned
- \* White
- \* Good bio-diversity
- \* Excellent volunteer fire department
- \* Good newspapers
- \* Good facilities for the elderly
- \* Diversity of churches
- \* One half of Peterborough is for sale
- \* Cultured
- \* Rural
- \* Changing rapidly
- \* Controlled
- \* Picturesque
- \* Interesting people
- \* Child oriented
- \* Talented people
- \* Dead on the streets at night
- \* Good spirit of volunteerism
- \* Changing population

### **WHAT DO WE WANT PETERBOROUGH TO BE LIKE IN THE FUTURE:**

AFTER DESCRIBING HOW PETERBOROUGH IS PRESENTLY PERCEIVED THE GROUP THEN SHARED WHAT THEIR VISION WAS FOR THE COMMUNITY.

- \* A strong tax base
- \* Not excessively governed
- \* A senior center
- \* Politically balanced
- \* Historic preservation

- \* Preservation of wildlife habitat
- \* Manageable traffic
- \* Support for alternative transportation
- \* Telecommunications hub
- \* Continued improvement of infrastructure
- \* People living downtown
- \* People friendly government
- \* No business strip
- \* Revitalized downtown
- \* More jobs
- \* Maintain a small town atmosphere
- \* Freedom from substance abuse
- \* Broader participation in town meetings
- \* The town and recreation related to the rivers
- \* Minimal traffic lights
- \* Creative stimulus of growth
- \* Affordable
- \* A bus stop
- \* Environmentally healthy
- \* Conservation with development
- \* More diversity
- \* Civic pride and civic confidence
- \* Efficiently governed
- \* More tolerant of other ideas
- \* Activity for teenagers like "Antrim Dances"
- \* Strong hospital and health care facility
- \* Tax abatements for alternative energy uses
- \* Perfected recycling system
- \* Current use modifications
- \* A planner with vision
- \* A police department that gets along with itself
- \* Less salt on the roads
- \* Another store like the old Derbys
- \* Adult continuing education
- \* Town beach
- \* Tolerance
- \* Downtown inn again
- \* No auto congestion downtown
- \* No malls, keep business downtown
- \* Broad based tax by the state
- \* A reason for people to be downtown in the evening
- \* Clean up and a better designed land use downtown
- \* Expansion of the commercial business area
- \* Involved in planning for the Massachusetts regional airport
- \* Good water supply
- \* A business conference center
- \* Conservation commission with power
- \* Spiritually strong
- \* Safe
- \* Market town
- \* A job center

- \* Rural
- \* Manageable size
- \* Where our children might live
- \* Intelligently zoned
- \* An arts facility (auditorium)
- \* Center for educational excellence
- \* Kid friendly
- \* A healthy lively town center
- \* Economically strong
- \* Clean up the toxic wastes
- \* A dialogue with other towns
- \* Affirm our role as a market center
- \* Air conditioning in the schools
- \* Drug free schools
- \* Access to the hospital from route 202
- \* River park behind Yankee
- \* Use of existing business facilities
- \* Continued good snow removal
- \* A position in town for town marketing related to business
- \* Route 202 bypass
- \* Competitive prices
- \* Recycling for businesses
- \* Respect for the individual
- \* More activities for adults
- \* More convenient town meeting
- \* Schools financed by the state
- \* Attract shoppers
- \* More service shops
- \* Written ballot voting
- \* Build on pre-existing talent
- \* McDonalds and other fast food restaurants
- \* Less divided
- \* Protect the fields and meadows
- \* Continued strong support for education
- \* A retirement facility
- \* Protect streams and ponds
- \* Become the state basketball champs
- \* Movie theater
- \* Sidewalks connecting the shopping centers
- \* Figure out the town office facilities
- \* Clean industry
- \* More attention to international affairs and businesses
- \* More consideration for regional planning
- \* Less fearful and more supportive of each other
- \* More affordable housing
- \* Strong support of local businesses
- \* Balanced land use
- \* Continued support of non-profit activities and the arts
- \* People not losing sight of people Not so many trees
- \* Replant shade trees on the streets
- \* All of the above with less government

# THE TEN COMPONENTS

Friday evening, after developing the mosaic for Peterborough, the large group broke down into ten small groups to address the ten components to successful community. What follows is a report of the findings of those ten work groups.

## COMMUNITY INFORMATION SHARING

### How are we doing now?

- \* Doing well in cultural, social & athletic information sharing from all mediums (media, library, etc.)
- \* Not well communicating factual town business to citizens and civic organizations
- \* Poor interdepartmental communications in town government and agencies

### What should we be doing in the future?

- \* Public relations person for town business information - orientation meetings for new residents, citizens and businesses on town government process
  - agencies and department to prepare news releases to media
  - retailers map; events schedule by season
  - encourage civic organizations to send representatives to town government meetings
- \* More care given to co-ordination of committee scheduling
- \* Computer bulletin board (with "electronic mail-interactive ability to town officials, etc.) with a community bulletin board - electronic at A & P, bank lobbies, library & (dump) recycling center

## COMMUNITY VISION & PRIDE

### How are we doing now?

- \* Safe quality place to live and raise a family
- \* Lots of potential
  - business - natural - education
  - human - culture - beauty
  - hospital - art - location
- \* Town with economic diversity "Real living" town

### What should we be doing in the future?

- \* Creative, honest, fair leadership which promotes economic growth and quality of life
- \* Promote and obtain active community involvement by tailoring the way the community is run to meet the needs of to day's society
- \* Have town planning allow for more freedom and individual initiative

## CIVIC EDUCATION

### How are we doing now?

- \* Extensive church involvement in quality of community life, and resources for church members for inspiration and education
- \* Schools and teachers inspire kids to be involved in community through clubs, but lack of participation and incentives on kids' part not great
- \* Business gives support and resources to community
- \* Unlimited resources for learning about community, good chamber publication, newspapers not sufficient
- \* Government appears closed, information hard to obtain, no guide to regulations. Town warrant information skimpy, limited participation

### What should we be doing in the future?

- \* Need to internalize respect, promote ethical behavior, elevate citizenship to stimulate involvement, responsibility and understanding
- \* Periodic reflection and monitoring of town (like this profile) with formation of advisory groups, evaluation form in town warrant
- \* Town needs better communication, perhaps PR officer, promote understanding of regulations, policies, boards - in general "how it works" better distribution of information

## CITIZEN PARTICIPATION

### How are we doing now?

- \* Lack of communication -
  - between boards
  - between town departments
  - between government and citizens
- \* Absence of information -
  - job descriptions
  - board mission statements
  - voter information
  - qualifications of officials
- \* Citizens need to feel empowered
  - to see results of their efforts
  - to see their part in the end product
  - to feel appreciated
  - to have a specific goal
  - to have time definition

### What should we be doing in the future?

- \* Improve communication:
  - encourage friendlier town government
  - promote openness (open house)
  - celebrate successful projects
  - network
  - independent consultants to cross-train boards
  - joint meetings
  - rotation between boards
- \* Share information:
  - town reports and booklets at Chamber of Commerce and Nonies
  - classify town information at library

- inform voters with printed unencumbered English
- publish job descriptions of town employees and board positions
- post everything at the recycling center
- \* Education and Training -
  - apprenticeships
  - educate students on town government and require community service
  - mentoring
- \* We as a large group (Civic Profiles) should report on the outcome of this meetings (one year from now) and bring someone who did not participate this time, to carry on

## COMMUNITY LEADERSIDP

### How are we doing now?

- \* Excellent leadership exists in pockets in all sectors
- \* There are limited resources (people who can do the job)
- \* Poor welcome into community; no way to identify/cultivate/nurturing/empower (non- profits excellent)
- \* Not enough people are involved
- \* Not enough leadership development
- \* Perception that the town is "closed" group

### What should we be doing in the future?

- \* Encourage sharing, communication, training of more strong leaders by existing leaders
- \* More recognition of good leaders - including students
- \* Elicit leaders' visions for the community (or their sectors)
- \* Establish program to identify leaders or potential leaders
- \* Tap the 20-40 age group
- \* Leaders identify problems, develop plan and take action
- \* Open access to leadership positions in all sectors

## COOPERATION AND CONSENSUS BUILDING

### How are we doing now?

- \* Lack of neutral forums and informal dispute processes ex. league of women's voters
- \* Lack of objectivity in last Master Plan Questionnaire
- \* Our forms of Town Government may not be meeting the needs of our town
- \* Too many regulations ex: Catch 22 neutral ombudsperson
- \* Duplicate efforts in providing services
- \* Town has anti-business image and reputation

### What should we be doing in the future?

- \* Need for neutral forums and informal dispute processes
- \* Master plan questionnaire with objectivity
- \* Is our form of town government meeting the needs of our town
- \* Review of Town Boards Regulations for simplicity
- \* Duplication of efforts and lack of communications between suppliers of services
- \* Correct anti-business image/reputation

## REGIONAL COOPERATION

### How are we doing now?

- \* Good regional school system
- \* Mutual aid-fantastic system (ambulance & fire)
- \* Library and hospital - key regional organizations
- \* Recreation facilities and programs are good
- \* Additional support needed for - Monadnock Business Ventures (financial), Highway programs, River programs (cleanliness), Voc Ed to develop to full capability

### What should we be doing in the future?

- \* Attract and retain clean industries
- \* Regionalize waste management planning and execution
- \* Review space and time utilization of all schools including new Voc Tec to maximize advantages for all age groups

## INTERGROUP RELATIONS

### How are we doing now?

- \* Ideological polarization - development vs. conservation vs. environment - (symbolized by McDonald's fight) conservatives vs. liberals
- \* Poor communications between factions
- \* Low participation - frustration
  - disenfranchisement - ineffectual
- \* Adversarial fear/paralysis approach
- \* Overwhelmed by high complexity of issues and process

### What should we be doing in the future?

- \* More of these events - forums, debates town sponsored, year-round
- \* More responsive representational media
  - regular column even if funded
- \* Foster cooperation - coalitions -newsletters, meetings
- \* Access lay public participation
  - Ombudsman- people's advocate and advisor
- \* More hospitality and flexibility
  - compromise (codes relaxed??) some decent

## VOLUNTEERISM

### How are we doing now?

- \* Lots of volunteerism exists
- \* Lack of awareness of community issues
- \* Outside interests controlling large business
- \* Drop in \$ due to economy
- \* Not enough recognition

### What should we be doing in the future?

- \* Identify the short and long term needs and develop pool of volunteers and philanthropists
- \* Establish the means to communicate and exchange information
- \* Develop youth and retired involvement in volunteerism
- \* Develop ways to get more corporate involvement
- \* Need way to develop and communicate long term goals on a town-wide basis

## GOVERNMENT PERFORMANCE

### How are we doing now?

- \* Several town functions very strong - recreation, fire, library, recycling
- \* Lack decisive leadership at top to manage town, set policies, establish positive tone
- \* Public information not always made readily available
- \* Police department has community relations problem - not visible on streets, in schools; authoritarian relationship with teens; question justification for size of force
- \* Results of planning/zoning generally positive. Voluntary boards try hard to do best for town. Most serious problems arise from handling of enforcement

### What should we be doing in the future?

- \* Develop decisive leadership, management at top; may need to consider other form of government
- \* Selectmen, others in town government should be active in keeping, attracting businesses
- \* Make community relations major part of police work; have specific programs to get to know children and teens
- \* Establish serving and assisting public as key policy in enforcement departments; evaluate employee performance in community relations, provide training

# RECOMMENDATIONS

## KEY ISSUES:

After reviewing the ten components of the Civic Profile, the participants came to consensus on the KEY ISSUES that exist in Peterborough. The six KEY ISSUES identified by the group were: Form of Town Government, Image, Growth and Quality of Life, Citizen Participation, Conflict Resolution and Communication/Information Sharing. The group then divided into nine small groups to discuss the KEY ISSUES and their work produced the following results.

- I. STUDY - FORM OF TOWN GOVT/ ACCESS TO INFORMATION .... Action Step Coordinator  
Bob Lambert

### **Critical Steps to Implementation**

- \* Form steering committee to organize, study, outline goals
- \* Call meeting of study group, set short and long-term goals
- \* Meet with selectmen for endorsement, access to information
- \* Begin work on goals for '94 town meeting

### **Resources Needed**

- \* Place
- \* Volunteers from broad community, requirements of them
- \* Publicity for participants
- \* Backing of selectmen and cooperation of town for information access
- \* Money for administrative expense
- \* Positive can do attitude

### **Principal Leadership**

- \* Steering Committee - 3 to 5 volunteers

### **Potential Obstacles**

- \* No money
- \* Not enough volunteers, energy level
- \* Lack of information, hardware difficulties
- \* Stonewalling access to information

### **Timeline**

- \* Steering Committee organizes Study Group and set initial goals by end summer
- \* Complete short-term goals by 12/1/93
- \* Complete long-term goals by 12/1/94

II. IMAGE ..... Action Step Coordinator  
Glen Swanson  
John McCarthy  
Ed Henault

**Critical Steps to Implementation**

- \* Business Liaison position in town government
- \* Outside consultants for overall planning
- \* Updated inventory of jobs, space, cultural and natural resources to be included in videotape
- \* Team visit by businessmen to Concord
- \* Maintain balance between business climate & natural resources
- \* Establish greenways E-W, N-S
- \* Inventory of cultural and natural resources
- \* Attractive rural settings

**Resources Needed**

- \* Manpower
- \* Wealth of talented people - retirees, HS students
- \* Broad experienced consultants to review planning
- \* Liaison position - positively handle initial requests for information from outside business
- \* Money

**Principal Leadership**

- \* Chamber of Commerce, Rotary, Monadnock Business Ventures

**Potential Obstacles**

- \* Lack of manpower, money
- \* Complex, interactive process to achieve consensus on town image

**Timeline**

- \* ASAP within 6 months

III. GROWTH AND QUALITY OF LIFE ..... Action Step Coordinator  
Joe Byk

**Critical Steps to Implementation**

- \* Establish aggressive leadership toward balance of growth and quality of life
- \* Define diverse business growth
  - regulatory review & development of lay terms
  - market to change anti-growth image
- \* Define growth goals
- \* Define visions - communicate and find consensus (Include size)
- \* Make critical choices/decisions
- \* Communication and implementation

## **Resources Needed**

- \* MBV
- \* Greater Peterborough Chamber of Commerce \* Master Plan
- \* Zoning
- \* Paid qualified Professional
- \* MBV, other planning commissions
- \* Water, sewer, transportation, hotels, schools
- \* Business library
- \* High tech council

## **Principal Leadership**

- \* Monadnock business ventures
- \* Greater Peterborough Chamber of Commerce \* C ofC
- \* Town office
- \* Professional Manager \* Service Clubs
- \* CEO's of target businesses

## **Potential Obstacles**

- \* Representation \* Consensus
- \* Diverse goal
- \* Historical structure \* Recession attitude
- \* Existing regulations, attitude, enforcement \* State and federal regulation
- \* Finances
- \* Contradictory long term vision \* Economy
- \* Communication \* Taxation issues
- \* Distance and isolation
- \* Insularity of town leaders \* Town regulations
- \* Limited workforce
- \* Image

## **Timeline**

- \* Progress report 90 days and quarterly follow-up
- \* Annual report each year in time for possible warrant action
- \* Re-inventory existing resources
- \* Implement communication plan
- \* Develop consensus re: future with help of paid pro
- \* Revise master plan with new vision
- \* Proactive marketing

**Critical Steps to Implementation**

- \* Education of citizens ( new comers, current residence)
- \* Openness
- \* Personal invitation
- \* Recognition, awards, rewards \* Training of civic leaders
- \* Task Force forms
- \* Combined with communication group II proposes ad hoc committee also. Includes training
- \* Conflict resolution suggest Lyceum. Also see Carl

**Resources Needed**

- \* Money time commitment
- \* Citizen handbook
- \* Lyceum (like past League of Women Voters)
- \* Open house with invitation
- \* Computer data base

**Principal Leadership**

- \* Volunteer task force - people here today
- \* Town house
- \* Civic groups
- \* Chamber

**Potential Obstacles**

- \* Money, time, commitment (80:20 rule applies)
- \* Protection of status quo
- \* Attitude - NIMBY
- \* Space staffing

**Timeline**

- \* By August 1, John prepares handbook
- \* Task Force forms by June 19, 1993

**Critical Steps to Implementation**

- \* Encourage people to attend existing meeting
- \* Start open forums (Lyceum) get people to attend
- \* Get those involved in topic (political, civic, commercial, etc) to participate
- \* Communicate details of event to public at large
- \* Achieve some informed consensus and let people know their voice is heard

## **Resources Needed**

- \* Invitations - everyone invited
- \* Media outlet
- \* Leader for communication
- \* Facilities - a place to hold forum \* Organize topics
- \* Facilitator
- \* Refreshments

## **Principal Leadership**

- \* Single responsible - professional leader and/or committee

## **Potential Obstacles**

- \* Paid or volunteered position of leadership - funding
- \* Apathy
- \* No time or time conflict
- \* Lack of interest
- \* Feel won't make a difference

## **Timeline**

- \* Develop leader or committee - ASAP
- \* Public forum - Fall 1993

VI. COMMUNICATION..... Action Step Coordinator Joe Cummings

## **Critical Steps to Implementation**

- \* Mission Statement
- \* Ad Hoc committee - representatives - community initiatives
- \* Agreement and acceptance
- \* Training and education
- \* Yearly reviews
- \* Implement information function for:
  - A: Government
    - Info flowchart for internal and external information
    - Restructure/delegate responsibilities (Job descriptions)
  - B: Social
    - Outreach committees for newcomers, current residents, youth

## **Resources Needed**

- \* Money
- \* Town bulletin board
- \* Volunteer/coordinators

- \* Media coverage
- \* Possible E-mail or cable systems
- \* People of commitment/talent, expertise \* Office facilities
- \* Training and workshops

### **Principal Leadership**

- \* Collaborative effort - government and citizen
- \* Qualities - mediator, creative, knowledgeable, open minded, positive good listener

### **Potential Obstacles**

- \* Money
- \* Diminished interest if issues are long-term
- \* Lack of "flow chart" for information trail
- \* Time required for community consensus
- \* Obscure notification
- \* Time limitation
- \* Apathy/intimidation
- \* lack of money
- \* status quo

### **Timeline**

- \* Mission - now
- \* Ad Hoc - Sept. 15
- \* Agreement 3 months
- \* Communication on going
- \* Training and education 1 year
- \* Review 1 year