



UNIVERSITY of NEW HAMPSHIRE
COOPERATIVE EXTENSION



Envision Candia - *A Forum for Candia's Future*

**Candia Community Profile
Candia, New Hampshire
October 19 & 20, 2001**

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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 now 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 Profile and are the "tools" of the community self-assessment.

The Community Profile model was developed with the assistance of:

University of Vermont Cooperative Extension: *Bill McMaster and Bob Townshend*

University of New Hampshire Cooperative Extension: *Jerry Howe*

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 Friedman, Barbara Jones, John Kuhns, Bin Lewis, Norm Marshall, Lilla 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*



Envision Candia - *A Forum for Candia's Future*

Executive Summary of the *Candia Community Profile*

On October 19 and 20, 2001, Candia, NH participated in a Community Profile called *Envision Candia: A Forum for Candia's Future*. As a result of this two-day self-assessment process in which 159 citizens participated the first evening and 72 people attended the next day, six projects emerged as actions to further develop and explore. Conveners were identified and meeting dates and times were set to begin further discussion on the following areas of interest:

- Capital Improvement Plans and Impact Fees
- Candia Business Development Group
- Four Corners Aesthetic Development
- Volunteering: Newsletter/Information Packets
- Candia Preservation Committee
- High School Options

Over 50 communities in New Hampshire have utilized the Community Profile process and developed action plans for how they want to operate in the future. It is facilitated by the University of New Hampshire Cooperative Extension and organized by town leaders and volunteers, who promote and encourage residents to participate. Candia has now joined this growing list of towns that have gathered townspeople together to affirm their community's strengths, identify concerns and issues, and set directions for the future.

The seeds for the Community Profile were planted during the fall 2000, when members of the Candia Planning Board heard a presentation by the UNH Cooperative Extension about the Community Profile. The Planning Board Master Plan Subcommittee sought approval from the Board of Selectmen in the spring 2001, and with their support, which included a grant of \$1,500 to fund the project, the important first steps were in place. Ron Thomas, Candia's Town Moderator, was invited to chair the Steering Committee that would organize the community profile event. With added co-sponsorship by the Candia Conservation Commission and the Candia School Board, the project was off and running.

Ron and the initial sponsors helped gather a dedicated and enthusiastic group of Steering Committee members to head up the various organizational functions. These individuals gave many days of their time to coordinate the tasks to make *Envision Candia* a reality. They also

adopted the following mission statement: “The mission of *Envision Candia* is to bring residents together to define our community, discuss our future and generate ideas to make Candia the best it can be.” The members of the Steering Committee included: Secretary, Betsy Kruse; Treasurer, Kathy Dupuis; Publicity and Promotion, Ed Fowler and Wendy Ducharme; Invitations and Program, Rita Goekjian and Kathy and David Motherway; Food, Judith Szot and Nat Torrey; Logistics, Judi Lindsey; Registration, Pat Larkin; Small Group Facilitators, Joyce Palmer and Chris Closs; Child Care and Transportation, Rhonda Thyng; Liaison, Kim Byrd; Member at Large, Al Couch; Board of Selectmen Representative, Clark Thyng; Candia School Board Representative, Rick Zang; Webmaster, Laura Briggs; Event Photographer, Ruth Lund; UNH Cooperative Extension County Contact, Claudia Boozer-Blasco. In addition, a total of 22 facilitators and recorders volunteered to lead the many small group discussions that gathered the feedback from Candia citizens. Finally, thirty-four (34) Candia businesses and individuals demonstrated their community support by offering financial or product donations.

Envision Candia began on Friday evening, October 19, 2001 with a dinner by Pasquale’s Ristorante and a dessert potluck. After a welcome by Ron Thomas, UNH Cooperative Extension kicked off the community profile by asking all those 159 present “What is Candia like now?” and “What do we want Candia to be like in the future”? Jon Gunnarson then offered some perspectives on “Where has Candia been?” by showing some historical slides. Everyone then broke into small groups to discuss components that The National Civic League has determined help a community work well and sustain their cultural, economic and environmental health. These components were: 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 Natural Environment; Economic Vitality; Growth and Development; and Transportation. Each group was asked to identify strengths, weaknesses/challenges and future possibilities in each area. The final task was to prioritize 5 key issues that would be shared with the entire group on Saturday.

The next day 72 people returned to continue participating in large and small group discussions as key issues in Candia began to emerge. Out of the key issues that surfaced in the eleven groups the night before, the large group worked together to develop a condensed list of overarching issues with common themes. People then broke into small groups to discuss problems and solutions that existed in each of these areas. They then discussed the impact and feasibility of carrying out their suggested solutions in Candia. From this discussion, specific projects emerged, all of which were shared and voted upon by the large group. Those projects that received the most votes became the focus of afternoon small group discussions of Action Plans. These projects were the same ones listed in the introduction of this Executive Summary.

A comprehensive 65-page report of *Envision Candia: A Forum for Candia’s Future* offers a detailed narrative of all the specific feedback that emerged from the large and small group discussions during the two-day community profile process. This report is available in the Town Office or can be accessed on the Candia web page, www.geocities.com/envisioncandia. All town groups and committees are encouraged to review the report for important information that may help in their future planning for Candia.



Creating a Community Profile in Candia

By Ron Thomas, Chair of the Envision Candia Steering Committee

History:

The seeds for the Community Profile in Candia were planted during a planning conference of the Office of State Planning held in the fall 2000. At that meeting the Candia Planning Board heard a presentation by the UNH Cooperative Extension on the Community Profile concept. With additional encouragement by Kate Hartnett and a presentation by Claudia Boozer-Blasco, the Planning Board Master Plan Subcommittee sought approval from the Board of Selectmen. During May of 2001, Chris Closs, Kim Byrd, Betsy Kruse, Judith Szot, and Neil Simenski met with Ron Thomas to discuss chairing the Candia Community Profile Steering Committee. With Ron Thomas as chair and a grant of \$1500 to fund the project from the Board of Selectmen, the Candia Community Profile was off and running.

After a strong publicity effort by the sponsors, The Planning Board's Master Plan Subcommittee and the Conservation Commission, an information night was held on May 31st to explain the Community Profile concept and enlist volunteers. With the interest shown at that meeting, the Community Profile sponsors were able to fill most of the required positions and the Candia Community Profile Steering committee was organized. The first official meeting of the Steering Committee took place on June 27, 2001.

Candia Community Profile Steering Committee

Chair - Ron Thomas

Secretary - Betsy Kruse

Treasurer- Kathy Dupuis

Publicity & Promotion - Ed Fowler and Wendy Ducharme

Invitation & Programs - Rita Goekjian, Kathie Motherway ,and David Motherway

Food - Judith Szot and Nat Torrey

Logistics - Judi Lindsey

Registration - Pat Larkin

Small Group Facilitators – Joyce Palmer and Chris Closs

Child Care and Transportation - Rhonda Thyng

Liaison - Kim Byrd

Member at large - Al Couch

Board of Select Representative - Clark Thyng

Candia School Board Representative - Rick Zang

UNH Cooperative Extension County Contact - Claudia Boozer-Blasco

Webmaster - Laura Briggs

Event Photographer - Ruth Lund

At that meeting, the public relations plan prepared by Wendy Ducharme and a preliminary budget prepared by Kathy Dupuis were presented for comments. Proposals were made for a suitable subtitle for the event. It was determined that the Community Profile would also seek to develop a website. The meeting adjourned with a charge to the committee members to contact volunteers for

the committee task groups and develop proposals for a mission statement. Subsequently the Steering Committee met biweekly until mid-September, then weekly until the event.

Envision Candia is born:

The Steering Committee adopted “Envision Candia: A Forum for Candia’s Future” as the Community Profile title. They also adopted the following mission statement: “The mission of Envision Candia is to bring residents together to define our community, discuss our future and generate ideas to make Candia the best it can be”.

Participant Recruitment:

The Steering Committee worked to ensure that every citizen of Candia was informed about the event. Thanks to almost weekly coverage by The Hooksett Banner, the contacting of town organizations by members of the committee, and the mailing of an invitation to every household in Candia, most residents were informed of the event. Approximately 171 people registered in advance for the event. Final attendance numbers were in excess of 159 people.

Sponsors:

The Committee recognized that it would be necessary to develop broad support and determined that in addition to the Planning Board Master Plan Subcommittee, the Conservation Commission, and the Candia Board of Selectmen, we should seek the sponsorship of the Candia School Board. After a brief presentation at the August 2nd Board meeting the board voted to officially sponsor the Envision Candia event, to provide use of the Henry W. Moore School facilities and to appoint Rick Zang as liaison to the Steering Committee.

The Steering Committee decided that it would be appropriate to provide a meal for Friday night of the event and ask participants to bring a potluck dessert. It was recognized that providing a meal would require additional financial support. To that end, Judith Szot and Nat Torrey performed like magicians, raising the lion’s share of \$1370 for funding the event. Special thanks goes to Pasquale Celone of Pasquale’s Ristorante and Hannaford Shop and Save Supermarket of Raymond for their support.

Appreciation is extended to the following organizations and individuals that contributed to the success of the Envision Candia Event:

Pasquale’s Ristorante, Severino Trucking, Candia Woods Golf Links, Shop and Save Supermarket-Raymond, Steve Schubert of Paine Webber, Candia Junior Women’s Club, Rene LeClerc State Farm Insurance –Hooksett, Jeff Canter’s – Car World, Granite State Credit Union, Crowley Foods, Sweetheart Cup Co., Shorty’s Mexican Roadhouse, Fred’s Auto, PMC Inc., Petrin Funeral Home, Pet-Agree, Sanborn Farm, Kim & Ingrid Byrd, Chris Closs, Rita and Ken Goekjian, The Larkin Family, Candia Lumber & Hardware, Bradford Copy Center - Raymond, Dunkin Donuts of Raymond and Hooksett, North Way Farm, Shaws Supermarket – Hooksett, and Clark and Rhonda Thyng.

Additional support was given by Michelle Carvalho, Principal of The Henry W. Moore School, Doris Lupin, Bob Healy and Lynda Byme all of The Henry W. Moore School. Susan Torrey of Southern NH University, Peter Smyrl, the Candia Girl Scouts, and the volunteers who assisted with childcare.

Historian:

As a part of the event, Jon Gunnarson presented a historical snapshot of Candia's past. Totally fascinating, using overheads and slides Jon narrated a brief sketch of Candia's past. The Committee thanks Jon for his contribution to the success of Envision Candia.

Facilitation:

A critical part of the event was the skill of the small group facilitators. Aply trained by UNH Cooperative Extension Facilitator Trainers, nineteen residents of Candia volunteered to lead and record the essence of the discussion in the small groups. Thanks to Ed Caito, Chris Closs, George Comtois, Al Couch, George DeWolf, Chris Dupere, Wendy Ducharme, Ed Fowler, Lynn Hammerstrom, Betsy Kruse, Dave Motherway, Kathie Motherway, Joyce Palmer, George Rohrs, Julie Simpson, Carolyn Spooner, Gale Stanley, Linda Thomas, and Rick Zang. Kate Hartnett, Director of the NH Minimum Impact Development Partnership in Concord, NH also willingly volunteered to assist with facilitation.

Not to be forgotten are the UNH Cooperative Extension people that facilitated and managed the event. Needless to say without these dedicated folks none of this would have been possible. Our hats are off to Judith Bush, Extension Educator and Strengthening NH Communities Coordinator; Michele Gagne, Program Coordinator; Nada Haddad, who facilitated; Seth Wilner and Gail Kennedy, the team that skillfully guided the facilitators. Last, but not least, Claudia Booser-Blasco, Rockingham County Contact and team member "extraordinaire". From the first to the very last, Claudia was the Steering Committee's guiding light. She was consistent with her praise for our work, always ready to pitch in on any task, and always ready with a smile even when we attempted to plow new ground. Many thanks, Claudia!

Follow-Up:

The Steering Committee held a wrap up meeting on Monday October 22nd. An evaluation of the event was completed and thank you notes to be written were delegated to committee members. A schedule was completed for reporting results to each of the sponsoring organizations. It was determined that the Steering Committee would have no official involvement in the work of the action groups, but since members of the Steering Committee were personally involved, the Steering Committee would meet again in January 2002 to review the work of the action groups and determine the future course of the Envision Candia effort.

In Appreciation:

The Steering Committee members are recognized for their excellent leadership and their effort, enthusiasm and commitment, as they carried out their individual tasks and cooperated as a team to make Envision Candia not only successful, but truly "A Forum for Candia's Future."

Candia Community Profile

Envision Candia: A Forum for Candia's Future

Candia Moore School

October 19 & 20, 2001

Agenda

Friday Evening, October 19, 2001

5:30 Sign-In, dinner by Pasquale's Ristorante and dessert potluck

**6:30 Welcome- Ron Thomas, Chair, Envision Candia Steering Committee
Judy Bush, Extension Educator, Family Development and Coordinator,
Strengthening NH Communities**

- Overview of Community Profile Process
- Who is here?

Mosaic and Vision

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

Historical Overview – Jon Gunnarson

- Where has Candia been?

7:45 Presentation of Community Profile components

- 1) Effective Community Leadership
- 2) Informed Citizen Participation
- 3) Sense of Community
- 4) Fostering Healthy Families, Individuals and Youth
- 5) Lifelong Education and Learning
- 6) Community Services, Facilities, and Utilities
- 7) Recreation and Cultural Heritage
- 8) Working Landscape and the Natural Environment
- 9) Economic Vitality
- 10) Growth and Development
- 11) Transportation

8:00 Break/Move into small groups

8:15 Small group discussions of components

Random assignments to small groups, one component per group

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

9:30 Formal adjournment

Saturday, October 20, 2001

8:00 Coffee and check-in

8:30 Small group reports

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

9:15 Selection of key issues – participants select small group/issues

9:45 Break

10:00 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

11:45 Full Group: report back from small groups

12:15 Lunch and voting

- Which projects do you think we should move forward on?
- Which are the most important projects for Candia right now?

1:15 Individual selection of project development groups

1:20 Project development: small groups

- Principal leadership
- Resources needed
- Potential obstacles/solutions
- Action steps and timeline

3:10 Full group: report back from small groups

- Thank you's
- Coordination of follow-up efforts

3:30 Adjourn

Candia Community Profile

Friday Evening

The Candia Community Profile called *Envision Candia: A Forum for Candia's Future* was conducted at Candia Moore School over two days: Friday evening, October 19, 2001 and all day Saturday, October 20, 2001. About 159 participants attended on Friday, with 72 attending on Saturday.

The event began Friday with an Italian dinner sponsored by Pasquale's Ristorante and potluck desserts provided by citizens. Ron Thomas, Chair of the Envision Candia Steering Committee, welcomed everyone to the event. Then Judy Bush, Extension Educator and Strengthening New Hampshire Communities Coordinator, gave us an overview of the profile process and an introduction to the goals for the two days. Its goal 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 live in town, where we work, and how many of us had children in the schools. 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 Candia like today?

- No condominiums
- Sugar maples
- Lucky to have a road agent
- Candia Mall
- Picking at the dump
- Goats
- Borders Raymond
- Ron Thomas
- People of Candia
- One room schoolhouse displayed at Sturbridge Village
- Recycling
- 4-H
- Horse farms
- Swap shop
- New bank
- Sam Walter Foss
- Soldier's monument
- No defined entrance to city
- Only Candia in the world
- 4 corners
- 11 miles to Manchester
- Grammar school orchestra
- Open spaces
- Lots of truck and auto repair shops
- Only a few farms left
- Railroad beds
- No McDonald's
- No public transportation
- Historic Society
- Credit Union
- Nice playground
- Girl & Boy Scouts
- Bed & Breakfast
- Home businesses
- School track team
- Home school
- Remington HS
- Only 1 funeral home in town
- Dollars for Scholars Scholarship group
- Lack of industry
- Jr. Women's Club
- Fire Department
- Still affordable
- Volunteerism
- Police Department

- Skateboard Park
- Family-oriented
- General store
- Good place to raise kids
- Five villages
- Scarce residential tax base
- Power outages
- Mr. Weber's Airport
- Recycle center
- Tuition out HS students
- Old Home Days
- Private HS
- Spread out
- Pasquale's
- Charmingfare
- Scenic road
- Growing rapidly
- Supportive
- Tranquil
- Neighborly
- Lots of water
- Historic
- Safe
- Diverse
- Religious
- Reserved
- Conservative
- School system
- Rocks and hills
- 1st stop light
- Friendly
- Scenic
- Bedroom Community
- Rural
- Accessible
- Interesting
- Country
- Centrally-located
- Churches in town
- Opinionated
- Exit 3
- Town meeting
- Patriotic
- Mixed ages
- Candia Youth Athletic Association (CYAA)
- Abundant wildlife
- Library
- Recreational
- Supportive
- Not many storefront businesses
- New houses
- Elderly housing
- In transition
- Own museum
- Frugal
- Golf course
- Scouting
- Limited businesses
- Strip commercial zoning-some unattractive
- New ball fields
- No center
- Crossed by highways/not a destination for most
- Close to interstate
- Hilltops and vistas
- New library
- Cemetery
- Town meeting
- Deerfield Fair
- Best volunteer fire department in state and country
- Adjacent to state park

THE VISION - What do we want Candia to be like in the future?

- Influx of high tech residents
- Town newsletter
- Town should have their own ambulance
- Responsive to citizens
- Vote for building inspector
- Increase volunteers
- Respect of other's property
- Increase selectman from 3 to 5
- More downtown retail area
- More elderly services
- Traffic control (speeding)
- No litter along roads
- Reduction of night time light pollution
- Government of town adhering to town regulations
- Accept but control change
- Retire traffic light to Fitts Museum
- Keep a small town "feel"
- Hiking, biking and open land
- Community adult education
- 1% or less growth in town
- Use the railroad bed
- Affordable taxes
- Increase cultural diversity
- A spiritual community
- Updated town history
- Small town school system promoting parental involvement
- Expanding recycling program
- Retain rural character
- More people working from home
- Self-sufficient
- Need a high school
- Public transportation
- Keep it 3 acre minimum
- We don't want to be like Hooksett
- Preserve natural and historical resources
- Farm preservation
- Larger police force and department
- Re-open RR bed
- No cluster development
- More arts and culture
- Improve ISO rating for town
- Youth-involved programs
- Community center
- More accepting and understanding of each other's differences
- More recycling
- Preserve the town meeting
- Increased protection on side roads like Patton Hill
- Local healthcare facility
- Full-time fire department
- More industrial businesses
- Recognition of forgotten cemeteries
- New school gym
- Need a mall here
- Maintain wildlife
- Family-oriented
- Promote college education
- 5 acre minimum
- No condominiums
- Maintain dedicated spirited of volunteers
- Town common

TOWN HISTORY

Next Jon Gunnarson presented historical snapshots to help answer the question "Where has Candia been?" Using an historical map and slides portraying images of Candia's past, he helped connect aspects of Candia's history to places as they are today. Participants asked some questions which suggested there was interest in learning more from Candia's Historical Society.

COMMUNITY PROFILE ELEVEN COMPONENTS

After we developed a mosaic and vision for Candia, and digested some of the history, Judy Bush introduced us to the idea of discussing Candia within the framework of eleven 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

1. Effective Community Leadership
2. Informed Citizen Participation
3. Sense of Community

Community Infrastructure

4. Fostering Healthy Families, Individuals and Youth
5. Lifelong Education and Learning
6. Community Services, Facilities and Utilities
7. Recreation and Cultural Heritage

Environment

8. Working Landscape and the Natural Environment

Economy

9. Economic Vitality
10. Growth and Development
11. Transportation

Next, 11 small groups of approximately 10-15 people each were randomly formed, one group for each of the components. The small groups adjourned to various rooms where facilitators lead the groups in their discussions and recorders made notes on more large tablets.

Each group considered the definition of their component and was asked the questions below in order to begin the discussion. Participants were asked to list the strengths of Candia 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 which 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.

1. Effective Community Leadership

Facilitator: Joyce Palmer Recorder: George DeWolf Spokesperson: Joann Patrick
Participants: Mike Portner, Pat Davis, John Lund, Dennis Lewis, Tanya Soha, Mary Higgins, Laurie Schleck,
Bob Pearson, Kim Byrd, Dawn Clancy

Statement of Purpose:

The public, private and non-profit sectors must all develop leaders who can cooperate with each other in enhancing the long-term future of the community. Leadership must be responsive, honest, efficient, enlightened, fair and accountable. Leaders should be representative of their community, and should have both a grasp of the community's problems and the ability to envision an economically secure, environmentally sound and socially viable future. Leaders should be attuned to the potential to exploit opportunities and to solve problems of the community by cooperating with other neighboring communities.

Questions to think about:

- Is there active leadership in all three sectors in the community: public, private and non-profit?
- Do leaders seek out the interests and ideas of local citizens?
- Do they represent diverse community interests (age and gender groups, length of time they have resided in the community, etc.)?
- Do leaders demonstrate knowledge, accountability, professionalism, and innovation?
- Is leadership results-oriented?
- Do leaders demonstrate long range (20+ years) thinking? Do they understand the impacts of their actions on the long term health and vitality of the community?
- Are leaders willing to consider and utilize alternative methods for delivering services, and to undertake regional solutions where appropriate?
- Do all three sectors actively recruit, train, and empower new leaders?
- Do leaders have a common forum to discuss issues with other leaders in the region?
- How do region wide policy conflicts get resolved?

Group Response- Strengths:

- 3 types-elected, community/social, leader by example
- informal leaders
- accessible leaders (by phone at home)
- opportunities to lead
- down-to-earth, neighborly, regular folks
- dedicated, care for town
- commit their time for little \$
- not career politicians
- make views known through editorials
- listen to problems of the town
- not afraid to use outside resources
- good delegaters
- good at finding replacement leaders
- not afraid to disagree
- options for changing leadership

Group Response- Concerns:

- have to deal with High School and Jr. High
- entire school system
- different people in different positions can continually change focus
- single terms interrupt continuity
- short-term vision/specific agendas
- individual agendas
- community agendas change as the town changes
- balancing boards
- maintaining cross-section that represents community
- limited fiscal availability
- small pool of potential leadership
- regularly scheduled Selectman meetings
- time commitment limits participation

- communication with town residents
- maintaining accessibility
- ethics (how do we encourage)
- making the elected process available to a cross-section (new vs. old residents, ethnicity, income, male/female, etc.)
- keeping up with the times and deciding what part of times we want to keep
- paying officials more
- popularity does not guarantee effectiveness
- motivate people to become leaders (elected and volunteer)
- too many times positions are uncontested
- a small issue to someone may be a large issue to someone else
- community appreciation for leaders
- keeping a small town government while town is growing
- too many critics
- encourage youth to be involved
- controlled growth
- dealing with those that want growth and those that don't
- leaders need to lead by example regarding civility/code of conduct
- people attending public meetings need to be respectful of each other (need to have bouncers at meetings)
- public safety
- agree to disagree w/out being disagreeable

Vision for the Future:

- opportunity and incentive for training of elected officials (leadership)
- progressive and outreaching
- pro-active vs. reactive
- leaders that conduct themselves professionally and ethically and morally
- more female involvement
- able to balance short-term needs w/ long-term
- more clearly articulated and communicated and acted on community vision (Master Plan)
- actions match words
- increased youth involvement
- make the job more worthwhile through recognition, incentives, awards
- maintain accessibility of leaders
- maintain our strengths, address our challenges

Key Issues for Now and the Future:

1. Ethics and code of conduct (a sense of morality).
2. Involvement of the community young and old in the town process.
3. Attracting/encouraging effective leaders (progressive approaches).
4. Dealing with growth (how much do we want the future of Candia to look like the past).
5. Communication of town activities.
6. Dealing with emerging public safety issues.

2. Informed Citizen Participation

Facilitator: Claudia Boozer-Blasco Recorder: George Rohrs Spokesperson: Becky Sarra
Participants: Neil Sieminski, Rachael Sarna, Chris Plante, Meredith Cooper, Hope Pearson, Rosanne Beaudoin,
Helene Hagggar, Lynda Kelley, Gracia Benoit, Colette Sandstrom, Ruth Lund

Statement of Purpose:

If a community is to be strong, citizens must participate through voting in local elections, serving on governmental boards, attending public hearings and being active in civic organizations. Declining ability of government to meet community needs means that philanthropy and volunteerism become even more important. All citizens need to develop knowledge and skills to contribute to community life. All sectors within a community -- private, public, and nonprofit -- must each take responsibility for the community's civic education and generate and share information with the public. Sharing in problem solving and planning for the future as a community increases pride in the community and can result in an ethic of giving and sharing as a way of life.

Questions to think about:

- Do citizens know how the system works?
- Is it easy for newcomers to learn how to get involved in the community?
- How do people find out what is going on in the community?
- What is the level of volunteerism and philanthropy in the community?
- Which are the best areas and which are the weaker areas?
- Are citizens actively involved in major projects?
- Do citizens volunteer to serve on local boards and committees?
- Is participation pro-active or reactive?
- Do civic organizations and local businesses actively contribute to community functions?
- Do citizens have the information they need to make good decisions?
- Is there both adequate and balanced media coverage of local events and issues?
- How well do local committees and boards communicate with each other and the public and with other boards and committees throughout the region?
- Are local citizens actively involved in civic and business organizations and clubs that involve interaction with residents of neighboring communities?
- Do civic education efforts involve the entire community?
- Do schools, churches, youth and civic groups provide citizen education and promote community service?

Group Response- Strengths:

- local paper-some
- lifelong friends
- posters at public places
- school newsletter
- posters at Smyth Library
- ask town clerk
- posters at local businesses
- many volunteers from school/church

- school sign
- recycle center
- town meetings
- public supper
- public meals
- Masonic Hall meals
- Stubby's CYAA-team sports
- strong volunteer core (playground, school, food drive, library, etc.)
- schools involved in many areas besides ABC's
- clean town-pride of ownership
- political wailings
- Boy Scout-town report
- CYAA-field house
- new bank-backing of town (local business community is supportive)
- passionate about issues & rally support through action
- past-Candia only phone book

Group Response- Concerns:

- lack of involvement in some issues (board position-ie. Planning Board, elected position)
- low voter turnout
- spotty weekly news coverage
- school newsletter weekly-monthly
- low turnout at town meeting
- private meetings held w/out public notice
- increase citizen participation
- 3 acre zoning (lack of interest in innovative land use/Master Plan)
- planning meetings around day-to-day life
- future population growth-dilutes strengths and participation
- keeping level of respect around different opinions

Vision for the Future:

- expand website
- more diverse input to website
- expand community events (4th of July, Old Home Day)
- Candia newsletter (print and/or web)
- foster improved culture of expanded community involvement and communication
- cross-generational events
- increase volunteers (aging, government)
- create informed citizens through interconnectedness

Key Issues for Now and the Future:

1. Create Candia community newsletter and expanded website.
2. Expose and communicate diverse opinions on issues.
3. Increase volunteer and community involvement.
4. Expose newcomers to community information, structure, opportunities for community development.

3. Sense of Community

Facilitator: Kate Hartnett Recorder: Chris Closs Spokesperson: Joni Stallings
Participants: Evelyn Schroeder, Israel Willard, Ingrid Byrd, Linda Sheehan, David Paprocki, Tony Gamache,
Joanne Sanseverino, Fred Kelley, Ruth Fowler, Bert Binette

Statement of Purpose:

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. Increasing social complexity presents challenges to reaching consensus or resolving conflicts but also provide opportunities for cultural enrichment. As disagreements arise, neutral forums and processes are needed where all opinions can be heard and consensus encouraged. In addition, programs are needed to increase communication and understanding of different perspectives among groups and within the community as a whole.

Questions to think about:

- How much communication is there among diverse interest groups in the community such as natives/newcomers, summer/year round residents, young parents/retirees, as well as business community, commuters, etc.?
- Are such groups involved in identifying community goals and in resolving community issues?
- Do all groups have skills to become involved in the community?
- Do formal and informal forums exist for sharing ideas and resolving public issues?
- Are collective decisions, which represent broad input, reached and implemented?
- Do groups cooperate in resolving broad disputes?
- Do small, specific conflicts escalate into larger issues?
- Does the community deal with critical issues before they become crises? How is this done?
- How would you define the self-image of the community? Is it a positive one?
- How is social and cultural diversity celebrated in the community?

Group Response- Strengths:

- school system's role (offers a lot to kids, curriculum, diversity)
- CYAA-good organization and new facilities
- participation and involvement (volunteers-Grandparent's Day)
- neighborhoods (types-road or village)
- involvement (town meeting attendance is rising, but feeds on controversy)
- local paper is asset (free, available to all)
- food pantry (exists, services do exist which meet needs)
- town hall (excellent new facility, good staff)
- celebration of community heritage (excellent events-race to beach by CVFD)
- people willing to help
- education system and opportunities excellent through age 18 in town (proximity to other courses and services)
- age diversity of population
- plethora of groups/opportunities

Group Response- Concerns:

- school system is isolated from non-parent comm.
- also isolating parents
- natural phenomenon for non-parents and parents post graduation
- volunteerism efforts are unevenly dispersed (ex. Planning board)
- lack of neighborhood (home is a place to sleep, many don't know how to help or what to do, same people, town meeting attendance is weak, information not getting out)
- better publicity needed in local paper (limited distribution locations)
- food pantry (location not well known, limited hours, number of unfulfilled needs and services people are not aware of)
- town hall (limited hours-not available to residents who work out of town)
- celebration of community heritage (publicity weak, communication limited)
- pace of modern life hinders time and availability
- no continuing education offered after high school locally
- age diversity (high transient population, distinguish between "wish" list and "needs" list)
- more commercial business needed (to boost tax base, not enough now)

Vision for the Future:

- old library-need to utilize effectively (coffee shop)
- local newspaper and/or newsletter (to reach all households, forum for all groups)
- high school for Candia
- continue Old Home Day
- town center and facilities for groups
- town offices (more resident-friendly, expanded hours)
- easier school access for parents (with good security)
- more volunteers for Candia Volunteer Fire Department
- more diversified businesses

Key Issues for Now and the Future:

1. Improved communication (physical center/focus, town newspaper/newsletter).
2. Increase meeting places (diverse country-friendly businesses, expanded town office hours, facilities for groups).
3. Increasing volunteer participation (self-government, school, etc.; short-term, mid-term, long-term projects, activities and committees).
4. Integrated education system (regional high school-lifelong learners, elementary).
5. Maintaining rural environment and natural/historic quality.

4. Fostering Healthy Families, Individuals and Youth

Facilitator: Wendy Ducharme Recorder: Lynn Hammerstrom Spokesperson: John Messler
Participants: Dick Atteridge, Barbara Bowman, Ron Severino, Gwen Paprocki, Charles Wilbert, Laurie Makenewicz, Becky Makenewicz, Marietta Burette, Lisa McKenna, Cathy Rohrs, Les Cartier

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 sectors.

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 members.

Questions to think about:

- 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:

- Candia Youth Athletic Association (CYAA)
- Boy Scouts
- Explorers Group (ages 14-18)
- excellent school system-bringing family together
- warm friendly school
- prepare children for Manchester consistently
- library store time-resource
- senior lunch
- Lion’s Club
- food pantry
- welfare office
- seniors as reading tutors
- Grandparent’s Day
- Teen center (Congregational Church)
- Service organizations
- DARE Program
- New Morning
- public kindergarten
- 3 childcare centers
- fluoride program
- dental program
- small enough to not need a lot of functions

Group Response- Concerns:

- isolation for the elderly
- partnership between generations
- no central gathering place
- isolation for people of all ages
- limited functions
- lack of attraction support for teens in high school
- lack of sounding board and being heard
- lack of local high school
- lack of center of town

Vision for the Future:

- local regional high school
- developed New England consolidated small town area
- more opportunities for community gatherings with library and CYAA
- library proximity to school with program for all ages
- adopt a grandparent program
- rabies clinic and blood pressure clinic
- continuing education to bring various ages together
- culture, theater, art and music
- bring ideas back
- Cooperative Extension
- bandstand for town gatherings

Key Issues for Now and the Future:

1. Address the isolation for people of all ages (i.e. adopt a grandparent program and continuing education).
2. Local regional high school to keep teen connected to the community.
3. Information about community services is difficult to obtain.
4. The community services tend to be very focused.
5. Develop a central small town area to foster a sense of community and family.

5. Lifelong Education and Learning

Facilitator: Julie Simpson Recorder: Betsy Kruse

Spokesperson: Deb Marion

Participants: Diane Rivera, Arthur Sanborn, Carla Penfuld, Lorraine Briand, Dayle Smyrl, Mark Fecteau, Brian McKenna, Marion Wessler, Brian Wilbert

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 learning provide local businesses 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.

Questions to think about:

- Are education and social services provided equitably?
- What services does the community provide to its neediest citizens?
- Does the community, through its schools or other programs, offer counseling on parenting or family relationships?
- What local or regional programs or services are offered? What are needed? For daycare/substance abuse/recreational/youth counseling?
- Are these services adequate? Are they well utilized? Under-utilized?
- Are school programs adequate for the community's needs?
- Is school planning forward thinking and open to regional solutions?
- Does local government address qualitative concerns about service?
- Does government consider and utilize alternative methods of service delivery?

Group Response- Strengths:

- new library
- proximity to colleges/continuing education (1/2 hr. drive to evening, weekend courses)
- small town community atmosphere
- good age distribution
- active PTO-\$ for Scholars
- Historical Society programs
- mid-high ranking statewide
- small classroom size
- many Candia seniors in top 10% of class
- high % of home-schoolers (10%?-high parent commitment)
- good special education program
- close to Currier
- close to Boston/Concord arts
- CJWC-fundraise for higher education for students and adults returning to school
- close to Audubon properties/facilities
- many places in town to learn about town history
- Fitts Museum-lots of historical information
- volunteerism in school system-many awards
- send students to Central High School (good college prep classes, tech classes and access to Manchester Technical School)
- rural experience--asset when attending city schools
- Jesse Remington--good alternative high school
- access to other good private high schools
- parental involvement
- religious education programs
- CYAA-sports, Boy Scouts, Girl Scouts, Brownies, 4-H
- recreational instruction

Group Response- Concerns:

- no public high school-what if Manchester kicks us out?
- no adult education classes-formal or informal
- keeping up with town growth
- possible social implications of rural kids attending city school
- no voucher system
- no public elderly activities/classes (some provided by religious community)
- space is tight at Moore School
- no gymnasium (inadequate facility)
- no support groups (outside of religious community)
- technology plan
- lack of use of elderly as resources
- discontinued “welcome wagon”
- need “new blood” in every facet of town organizations
- no soliciting volunteers
- lack of public relations regarding opportunities
- no public transportation
- no central area to congregate/communicate (no 1 town center yet)
- only 1 town meeting/yr.

Vision for the Future:

- voucher system for high school
- more than one way to vote (rather than attend meetings-e.g. vote by email, snail mail, phone, etc.)
- adult education classes
- adult education committee
- gymnasium/community center
- revive town newsletter/community communication
- activities for senior citizens
- local television channel
- make proactive high school decisions
- new blood for \$ for Scholars and similar groups
- recruit new volunteers
- grant writing for education programs
- organize and maintain high school accreditation
- adult activities

Key Issues for Now and the Future:

1. High school-proactive planning, increase options, voucher system (?), community high school (?), regional high school (?).
2. Establish community-based informal educational opportunities, including senior citizens, adults and general community.
3. Increase community communication (revive town newsletter/newspaper-non-biased, non-political; central community gathering place/facility; educate public about issues; revise voting procedures-for group #2).
4. Volunteerism (need to recruit/retain new volunteers; need to I.D. talents and use volunteers effectively).

5. Growth issues (educational facilities/opportunities-need to keep pace with growth and plan proactively).

6. Community Services, Facilities and Utilities

Facilitator: Dave Motherway Recorder: Kathie Motherway Spokesperson: Juan Rivera
Participants: Mabel Brock, Paul Lamie, Hervey Webster, Paula Chourard, Bradford Torrey, Elizabeth Sanborn, Rite Alexander, Jean Martin, Cecilia Jean-Louis, Mary Phillips, Stacey Hellyer

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.

Questions to think about:

- What schools and other public facilities exist in the community?
- What facilities or services are needed?
- Are public water sources protected?
- How does the community handle disposal of its wastes?
- Does the town have a plan for financing the maintenance, expansion and replacement of its public facilities? Is it open to regional solutions for future infrastructural needs?
- Is there adequate housing available for elderly or disabled individuals? For people of lower income?
- Are public buildings such as schools and town hall adequate for our needs? Are they accessible to people with disabilities? Are they energy efficient?
- Do officials address qualitative concerns about facilities and systems and utilize alternative methods of service delivery?
- Are officials professional and entrepreneurial in meeting public facility needs?
- Are appropriate physical connections being made, such as public transportation between housing and job (or shopping) sites?

Group Response- Strengths:

- responsible police department
- good library now and will improve
- excellent fire department/well-supported
- excellent highway service (road agent)
- recycling center
- fortunate to have Fitts Museum
- Moore School and kindergarten
- excellent sports for children CYAA
- dedicated public officials
- dry hydrants/portable pond
- rescue team
- Pasquale's

Group Response- Concerns:

- high school (lack of)
- improve traffic control
- update recycle center (system and hours, perhaps pick-up)
- public water management
- noise and air pollution (burning trash/planes)
- will fire and police departments keep up with growth
- indoor recreation (children and adults)—town hall/community center
- retaining and encouraging good teachers to come to Candia
- no public transportation
- fiscal responsibility and making the right choices & keeping taxes under control
- more businesses (clean) to offset tax burden
- communicating priorities from town to citizens
- lack of affordable housing for senior citizens
- will the town be able to keep up with technology (communications)
- funeral home space for future
- lack of civil defense coordinator
- emergency response plan
- will the “Halloween Lady Bugs” ever cause us harm?
- ATV destruction of class 6 roads and trails
- enforcement of hunting/firearms laws and ordinances
- enforcement of leash law
- awareness of animal control officer
- wildlife management
- ensuring that the state of scenic roads are maintained
- the ability to handle growth in the town of Candia

Vision for the Future:

- maintain 3 acre minimum (increase to 5 minimum?)
- growth management plan (Master Plan)
- rezone town (min. acres)
- local town newsletter
- ATVs for police department
- high school in town or regional
- encourage new business to offset the above/caution/jobs for town
- community center
- senior housing (w/ street lights and sidewalk)
- grants for the above
- equitable in-law apartment ordinance (better incentives)
- public transportation
- develop indoor recreation i.e. YMCA, skating rink, pool
- KISS-limit new and better services in dealing with increased growth

Key Issues for Now and the Future:

1. High school solution.
2. Growth management plan (maintaining or increasing 3 acre min. lot size, rezoning, KISS w/ services, balance services).
3. Improve communications (from town government to citizens i.e. local newsletter and town website).
4. Senior housing solution (housing and incentives for in-law apartments).
5. Community center (to include indoor recreation, i.e. pool, YMCA, ice rink).

7. Recreation and Cultural Heritage

Facilitator: Nada Haddad

Recorder: George Comtois

Spokesperson: Clark Thyng

Participants: Jim Lindsey, Bob Dabrowski, Pat Larkin, Carolyn Thibadeau, Jon Godfrey, Ron Jean-Louis, Tom Moreau

Statement of Purpose:

Recreational 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.

Questions to think about:

- What ways does the community celebrate itself?
- What are the special cultural centers, events and festivals within the community?
- Are these events well known within the community? Outside the community?
- Does the community preserve and enhance what is special and unique about its cultural heritage?
- Are children encouraged to participate in cultural events?
- Are citizens part of larger regional cultural events?

Group Response- Strengths:

- open spaces-snowshoeing and hiking
- CYAA-organized sports for kids
- Fitts Museum/programs in summer
- neighbor-friendly
- library
- proximity to Deerfield Fair
- Old Home Day
- close to Lake Massabesic
- conservation land
- adult recreation (organized)
- organized community activities (i.e. Christmas tree lighting, Strawberry social)
- book club
- Conservation Commission-social events

- parks-skateboard, ball field, playground
- school programs: music, plays
- proximity to Deerfield events i.e. Contra dancing
- railroad trail
- access to abandoned roads
- SCHAs Pond/Tower Hill Pond
- Teen center
- Homemakers-Extension
- Masonic breakfast
- community recreation sponsored by Boy or Girl Scouts
- library children's reading program/Jesse Remington Programs
- proactive fire arms

Group Response- Concerns:

- inadequate self-awareness, promotion of community assets
- increase in posted land
- town does not encourage availability of open land
- lack of public facilities- i.e. public ice skating
- lack of large public facilities
- unsafe woods (during hunting season)
- no town center
- excessive auto traffic during Deerfield Fair
- no central info center-what are resources, facilities? No welcome wagon
- small library, no place to meet
- lack of info on website—missing pages and doesn't list all activities
- more activities for kids, esp. for teens
- no craft fairs
- lack of volunteers to plan and execute events
- lack of communication-coordination, distribution of info
- no cultural recreation
- no volunteers to replace burn-outs so events languish (i.e. Old Home Day)
- lack of computer club
- unrestricted use of firearms

Vision for the Future:

- well-defined community center-professionally staffed
- bandstand for concerts
- rehabilitation/restoration of Moore Park-beautification
- good website
- quarterly newsletter or similar publication
- public access channel
- improve Candia four corners
- more empowerment of planning board i.e. recreational activities
- more attention paid to architectural integrity i.e. new construction
- new blood in volunteer activities
- increased fiscal support for conservation and cultural activities
- more cultural clubs

Key Issues for Now and the Future:

1. Publicizing events and activities.
2. Central area/gathering place-community center/indoors or outdoors.
3. More diverse activities.
4. Increase volunteer base with coordinating activities.
5. Preserve cultural heritage.

8. Working Landscape and the Natural Environment

Facilitator: Gale Stanley

Recorder: Chris Dupere

Spokesperson: Ricia Velasco

Participants: Gail Dabrowski, Nancy Gallagher, Deb Blanchard, Clay Caddy, Mike Chouinard, Carol West, Jon Gunnerson, Jeff Philbrick

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, forests, clean air, historic buildings and bridges, wildlife, and open land help 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.

Questions to think about:

- What are your town's special water and land sites?
- Is there a broad community interest and participation in maintaining these?
- How healthy are the natural systems within the community?
- What stresses are the local economy and population putting on those natural systems?
- Are there ways to increase the resilience of the local natural systems to allow them to respond to adverse or changing conditions?
- Are current systems, such as waste management, handled in a way that preserves the integrity of natural systems in the community without damaging the integrity of natural systems elsewhere?
- Are the existing businesses environmentally sound?
- Are the public water sources protected?

Group Response- Strengths:

- bike paths-attract people to town
- regulations-reasonable-need to be maintained
- historic buildings
- Fitts Museum Trustees preserving historical aspect
- disposition of library
- wetlands-healthy-keeps development under control
- homeowners helping to preserve and understand value and architecture-beautiful profile
- Audubon Society-Abe Emerson
- Tower Hill Pond
- old railroad bed
- designated scenic roads
- Bear Brook-wildlife preserve

- old bridges-granite-hazards
- cemeteries-care or lack of
- stone walls-beautiful
- forests
- old farms and homes
- recycling center-can be improved
- groups of committed volunteers
- golf course
- wildlife sightings have increased

Group Response- Concerns:

- cemeteries that are private are terribly neglected-RSA provisions to allow Selectmen to take these as Town property. From an Historical point of view it would be an advantage to the community to take over ownership.
- there is no town center-like the idea of a town common
- new development bringing in a lot of household pets—should minimize impact on natural environment
- find balance between “Snob Zoning” and doing whatever we please
- preservation of wetlands
- keep examining our zoning
- home businesses
- loss of working farms
- preserving the stone walls
- wildlife and botanical survey should be done
- are all community groups sharing and tying in as well as they can be?
- scenic roads can be a problem when they are improved—too much speed
- what will we do about Smyth Library
- we need to phase out burning, recycle more materials (plastics)—too close to wetlands (leeching into water)
- no informational piece for new residents

Vision for the Future:

- master plan for historic preservation (monument, public monies, committed group, steps to educate, consideration given to landowners)
- new buildings-we should have a say in the architecture-keep them “New Englishish”—should blend with the landscape (businesses should also comply)
- signage, lighting pollution
- town needs to buy more land-preserve open space
- maintain bike paths and hiking trails

Key Issues for Now and the Future:

1. We need a botanical and wildlife survey to use as a baseline-count species, numbers, etc.
2. We need a Master Plan of historical preservation-to preserve the integrity of the buildings and landmarks of the town. The architecture of the new buildings should be in keeping with the character of the community.
3. We need to preserve and restore our cemeteries. We must acquire and preserve the private cemeteries, which have been long neglected.
4. We need a town common and must acquire more open space.

5. The recycling center must recycle more materials-plastics, etc. We must also cut down on the water and air pollution at the center and find alternatives for burning.

9. Economic Vitality

Facilitator: Ed Caito Recorder: Carolyn Spooner Spokesperson: Karen Smith
Participants: Mary Girard, Ellie Davidson, Meri Clemons, Eileen Denoncourt, Peter Butt, Rick Swain, Kathy Dupuis, Nancy Kelso, John McCabe, R.H. Snow

Statement of Purpose:

The need to maintain flourishing workplaces is of great importance to communities. A sustainable community includes a variety of businesses, industries, and institutions which are environmentally sound, financially viable, provide reasonable wages and benefits to workers, and provides those workers with opportunities to develop their skills through training, education, and other forms of assistance to prepare for the community's future needs. Government, businesses and public service organizations are all important in attracting new investment and in developing new businesses that suit the character of the community.

Questions to think about:

- What types of businesses, industries, and institutions make up the economic base of the community? of the region?
- How diverse is the economic base? Is one sector or one employer dominant or is there a wide variety of sectors and employers?
- Are the existing businesses environmentally sound?
- Are there locally available education opportunities to provide residents with skills that match the needs of local businesses?
- What business services are lacking in the community?
- What types of jobs are available to residents in terms of security, wage levels, skill levels, and benefits?
- Do wages allow the majority of the population to enjoy a reasonable life style?

Group Response- Strengths:

- 101 highway—access to economic activity
- access—North, South, East and West
- some large employers
- industrial land set aside
- re-opening of Birchwood Plaza, Bank, Pasquale's
- people that live here—general expertise
- home businesses
- new housing provides opportunity for service-based business
- already have broadband, cable and high speed lines
- large commercial/light industrial zone
- diversity of skills and people
- work ethic
- predominantly homeowners
- low crime rate
- jobs available close by

- volunteerism and strong sense of community

Group Response- Concerns:

- NIMBYDD (“not in my backyard you don’t)
- local government not necessarily supportive of new business
- people in town not supportive of business
- differences of opinion (re: whether we want new business—mixed message)
- development of standards of appearance for businesses
- unequal enforcement of town ordinances
- lack of infrastructure (lack of town water or sewer)
- not full public education within town
- no adult education available in town
- Route 101 changes affect willingness to live in Candia
- increased development=increased traffic
- lack of people working in town “bedroom community”
- no jobs for teenagers available in town
- job market in town is limited (inhibits development of community feeling)
- lack of affordable housing for young and old
- people don’t want to live in a city
- what kind of businesses would allow Candia to retain rural character
- what is a good fit for Candia
- selectivity of type of business allowed to function in town
- no place for kids to stay in town (children forced to leave Candia which impacts aging population)
- imbalance in community in terms of age, \$\$
- no business development group (“chamber of commerce”)

Vision for the Future:

- attract business that “fits” Candia (court house)
- create effective business development group
- decide if Candia wants business and if so, what kind
- create elderly and youth friendly ordinances and housing
- make it easier for small-medium businesses to function and grow without inviting huge businesses into town
- make it easier for small businesses to move into town

Key Issues for Now and the Future:

1. Create effective business development group.
2. Candia has to decide what businesses would fit.
3. Affordable housing development.
4. Develop infrastructure.
5. Improved educational opportunities for all ages.

10. Growth and Development

Facilitator: Al Couch

Recorder: Linda Thomas

Spokesperson: Brian Smith

Participants: Scott Johnson, Dave Kelso, Mark Laliberte, Keith LeMay, George Denoncourt, Louise Janelle, Linda McCabe

Statement of Purpose:

Local control of businesses is important to the economic health of a community. The more often money circulates within the community before leaving, the more the community benefits. Locally controlled businesses allow employees to have a voice in the decisions that affect them.

Questions to think about:

- What percent of the community's businesses, industries and organizations are locally owned?
- What percent of the community's businesses, industries and organizations have linkages to the local environment, social structure or economy?
- To what extent do local businesses purchase products from each other?
- What additional business services are needed that could be locally provided and locally owned?
- Is there an adequate supply of locally owned, locally controlled credit available for local businesses?
- Do employees have a voice in the decisions of their employer?
- Is there a reasonable distribution of wealth across the population or is there a wide gap between the haves and the have-nots. How has this distribution changed over time?

Group Response- Strengths:

- 3 acre building lot
- wetland protection
- no cluster housing regulations
- designated commercial zone
- we have zoning regulations
- proximity to commercial retail
- proximity to airport
- preservation of scenic roads
- bedroom community
- good road improvement program
- town meetings
- strong current use laws
- diversity of housing levels (moderate, low cost and high end)
- still a growing community
- historic buildings
- lots of open space
- choices for religious expression
- good conservation commission
- good school (H.W. Moore)
- development of land for recreational use (CYAA ball fields, railroad beds, Moore Park, skateboard park, indoor park-coming soon)
- diverse planning board
- strong rural character

- really nice town hall building
- strong volunteerism
- strong community support for elderly and disabled
- new library
- safe community
- good police department
- good fire department
- excellent moderator
- have not experienced uncontrolled growth
- strong building codes department

Group Response- Concerns:

- lack of plan for future growth and development
- Rte. 3 traffic
- inevitability of growth
- maintaining a bedroom community
- lack of non-residential tax base
- high school
- relationships with other towns regarding school issues
- keeping our open spaces
- keeping the rural character
- court challenges to current zoning
- lack of diversity in zoning
- ethics of town officials
- how increased traffic on 101 will affect us
- lack of Master Plan
- lack of apartment housing
- need for adequate childcare
- healthcare facilities
- lack of teen activities
- avoid congestive commercial area
- lack of community involvement in planning processes
- improved communication --public notification and feedback
- expanding volunteerism
- educate public on growth and development issues (ballot issues)
- lack of commercial diversity
- lack of a strong vision for growth and development
- lack of capital planning by town government
- lack of communication between groups
- lack of effective communication vehicles
- lack of infrastructure
- lack of impact fees

Vision for the Future:

- controlled growth
- managed growth
- planned growth
- defined town center

- relocation of through roads out of town center
- strong interdependent relationship with surrounding towns (re: schools, roads and traffic)
- effective Master Plan
- utilizing the latest technologies for communication and information
- public access TV for public meetings
- interactive TV for public meetings
- planned development of commercial/retail to match community i.e. bed & breakfast, small retail shops
- services to meet community needs (ambulance, emergency medical, childcare)
- more restaurants
- town or regional high school
- school system infrastructure (facilities to meet population, small class sizes)
- strong capital improvement plan
- zoning consistent with character of town

Key Issues for Now and the Future:

1. A living Master Plan which helps plan and manage growth consistent with the character of a small town (municipal development).
2. Schools-meeting the needs of the community.
3. Town-wide capital planning.
4. Traffic issues.
5. Conservation/key open spaces.
6. Communications between town government and the community.

11. Transportation

Facilitator: Rick Zang

Recorder: Ed Fowler

Spokesperson: Judi Lindsey

Participants: Bob Schleck, Tom Lloyd, Jeff Marion, Becky LeMay, Carol Jordan, Bob Bruce, Joyce Portner

Statement of Purpose:

Candia'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 pedestrian and bicycle travel, and bus and rail transportation.

Group Response: Strengths:

- proximity to Rte. 101
- no traffic snarls
- north and south alternative routes
- proximity to Rte. 93
- no road rage
- Rte. 101 access to Portsmouth and Manchester
- not as much urban sprawl
- avoidance of tolls to Concord
- close to Rte. 4
- predictable traffic corridors
- more than one way to get around

- close to bus transportation and airline
- 45 minutes to Boston
- good snow and ice clearance
- easy accessibility for businesses
- bike travel on rail trail
- snowmobile travel good
- rural, but still convenient
- easy access to malls
- close to ocean, mountains
- good truck access for industry
- beauty of our roads

Group Response- Concerns:

- no car pool parking lot
- no bus or van transportation
- no elderly transportation
- more fire access roads
- traffic will increase
- large truck traffic on main roads
- no sidewalks in busy center of town (i.e. four corners)
- roads deteriorating
- tremendous traffic at four corners
- intersection at Exit 3 difficult to enter from south road side
- Exit 3 difficult to get through and needs definition
- no gas station open at night
- no good lighting at town center or on other roads where children walk
- difficult turning at St. Paul's Church onto Main Street and Route 43
- unique ways to slow traffic down (passive traffic control)
- more traffic enforcement on Route 27
- bicycle paths along main road
- inconsistent speed limits
- car is not king
- no good pedestrian ways

Vision for the Future:

- sidewalks, walking and bike paths
- keeping traffic lights out
- use passive traffic control (i.e. islands)
- improve surface of scenic roads
- encourage alternative means of transportation (buses)
- coordinate with surrounding communities about their plans for transportation (Master Plan)
- provide historical lighting in town center areas-high pedestrian traffic
- provide car pool parking
- reroute traffic past school to another location—avoid all Deerfield to 101 traffic

Key Issues for Now and the Future:

1. Provide solution for better pedestrian and bike traffic (create network).
2. Lighting and passive traffic controls on major roads.
3. Developing alternative sources of transportation.
4. Reroute Rte. 43 traffic away from school.
5. Improve scenic and other road surfaces.

Saturday Morning

Everyone reassembled bright and early Saturday morning in Candia Moore School, where we were greeted by hot coffee, tea and delicious baked goods. There were a few folks there who had not been present Friday evening and they soon felt the enthusiasm of the rest of the group. Similarly, a number of members of the Friday night small groups were missing. However, more than 50% of the group from Friday night returned, providing important continuity of the process.

The 11 easels from the small groups of the night before were arrayed across the front of the room, each bearing a list of the key issues for that topic area. Our working day began with short presentations from a member of the each of the groups, explaining their group's list.

Judy Bush then presented us with her version of a condensed list of overarching issues, which she felt had come up repeatedly in various ways in the small group lists. The entire group worked together to evaluate and refine this list. After some discussion, 7 key issues emerged as important to study for the future of Candia. This list is presented below along with some of the related ideas that were mentioned.

Key Issues

1. Infrastructure
2. Preserving Rural and Cultural Heritage
3. Planning for Growth
4. Volunteerism
5. Creating a Sense of Community
6. Lifelong Learning
7. Communications

PROJECT IDENTIFICATION AND EVALUATION

After a short mid-morning break, participants each chose which of the 7 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.

	High			
IMPACT: How much will it matter?	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 Infrastructure

Facilitator: Claudia Boozer-Blasco

Recorder: George Rohrs

Spokesperson: Brian Smith

Participants: Judy Lindsey, K. C. Dupuis, Dennis Lewis, George Denoncourt

Clarification of the problem/issue to be addressed:

- streets, pathways, state roads, traffic
- groups work with blinders, low communication among groups
- public safety (respond to change)
- dump AKA recycle center (expand materials recycled, location in wetland/environment concerns)
- utilities

Brainstorming:

- recycle plastic, mixed paper
- bypass four corners
- install traffic circle
- school drop through 55 High Street
- walkway to Moore park
- walkway to CYAA
- review speed limits/signage (Deerfield Road & 27, Exit 3 stop signs, High Street, town-wide speed limit)
- department heads mandated attendance at Selectmen's monthly report meeting to cover overlapping issues
- Selectmen interact about overlapping issues
- communication to department heads
- town-wide capital plan/10 year
- annual contributions to capital fund
- impact fees
- review and continue road building program
- future location/type of recycle center

Project Evaluations:

High Impact/High Feasibility

- explore future location/type of recycle center
- bypass four corners

High Impact/Moderate Feasibility

- institute impact fees to fund development-related infrastructure
- town-wide capital plan
- annual contributions to capital fund

High Impact/Low Feasibility

- review speed limits (Deerfield Road, Exit 3 stop sign, High Street, town-wide speed limit)
- walkway to Moore Park
- school drop off through 55 High Street
- review and continue town road reconstruction program
- Selectmen interact about overlapping issues

- department heads mandated to attend 1st monthly Selectmen’s meeting-report overlapping issues
- communication to department heads

Moderate Impact/High Feasibility

None

Moderate Impact/Moderate Feasibility

- walkway to CYAA

Moderate Impact/Low Feasibility

- find a way to recycle plastic/mixed paper

Low Impact/High Feasibility

- install traffic circle

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

None

Key Issue #2 Preserving Rural and Cultural Heritage

Facilitator: Rick Zang

Recorder: Ed Fowler

Spokesperson: Dayle Smyrl

Participants: Nancy Kelso, Elizabeth Sanborn, Colette Sandstrom, Linda Sheehan, Ruth Fowler, Betsy Kruse, George DeWolf, Jon Gunnarson, Jim Lindsey, Arlene Richter

Clarification of the problem/issue to be addressed:

- preserve and protect wildlife and natural resources
- open space
- determine what’s being (been) done ie. town forest
- plan around future growth
- cemeteries neglected for many years (11 known sites—many don’t know where they are)
- how to be inviting and yet maintain space
- very little protected space in town
- out of date town history
- how to be inviting without being snooty (not elitist)
- zoning ordinances may need revision
- state vs. Candia control over major roads

Possible Projects/Solutions:

- need to educate residents about the rural character-open space (via newsletters/websites/etc.)
- using maps of town in newsletters/websites
- educate Selectmen about cemetery problems (must become town property; repair and restore graveyards/cemeteries)
- town maintained graveyard or cemetery
- educate citizenry
- create historic district around center
- use natural resources inventory (NRI) and open space plan to select areas for protection

- investigate low cost/low impact historic lighting for town
- look for creative financing to reach our goals
- check to see what other communities have done through committee formation
- enforce rules/regs regarding stone walls--stiffening of some rules
- encourage people to put open space in conservation easement for perpetuity
- educate people about rock walls
- encourage people to join Historical Society
- improve trails in town forest
- expand trails to perform network in town

Project Evaluations:

High Impact/High Feasibility

- enforce rules and regulations regarding stone walls (stiffen rules)
- encourage landowners to put property into easement
- create network of town trails

High Impact/Moderate Feasibility

- have Selectmen acquire cemeteries (repair and restore them)
- town maintain some private cemeteries as needed
- investigate options for protecting cemeteries
- create historic zone(s)

High Impact/Low Feasibility

- investigate creative financing for programs
- consult with other towns regarding their solutions
- use NRI and open space plan to determine which areas to protect via easements, etc.

Moderate Impact/High Feasibility

None

Moderate Impact/Moderate Feasibility

- educate residents regarding rural character
- use newsletter as vehicle to educate residents (publish maps, etc)
- publicize availability of town history books
- educate people about rock walls on their property
- encourage new people to join Historical Society
- improve trails in town forest

Moderate Impact/Low Feasibility

- investigate low cost/low impact historic lighting (Main Street Program?)

Low Impact/High Feasibility

None

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

None

Key Issue #3 Planning for Growth

Facilitator: Al Couch

Recorder: Joyce Palmer

Spokesperson: Keith LeMay

Participants: Robert Schleck, Ricia Velasco, Israel Willard, Kim Byrd, Neil Sieminski, Juan Ramon Rivera, Paul Lamie, Jeff Marion, Bradford Torrey

Clarification of the problem/issue to be addressed:

- affordable housing
- senior housing/apartments
- amount of land for building lots for single family (tool of planning, can lead to a lawsuit for “snob zoning” residential)
- understand different concepts of certain words (i.e. “cluster housing”)
- Master Plan is important because it indicates how we grow the budget
- how we offset budget growth with taxes or business
- make Master Plan viable which protects town from legal challenges
- types of businesses
- zoning (5 acre with choice, problem is not specificity of our decision—rational)
- industry
- understand how tax base is related to different types of businesses
- aesthetics of current business
- recognize that bringing in business doesn’t just add taxes but does require services
- home-based business
- tourism-historical options
- think flexibly (variety of alternatives, residential and business)
- 95% residential
- establish a clearly defined point of contact for business development and outreach (facilitate process)
- make sure we have a clear consensus about growth/no growth
- decide on residential growth; decide on business growth (don’t try to do both)
- Chamber of Commerce idea for Candia
- establish a committee to look at residential housing issues (make sure it’s all legal)
- allocate \$\$ to acquire prime land or development rights to restrict development (reinforce open sale)
- make town attractive to residents but limit
- town beautification committee
- develop a list of options regarding four corners and continue conversations
- Master Plan (zoning, subdivision, ordinance, capital improvement—implementation models must match)
- Living Master Plan—work in progress-constantly updated and active

Possible Solutions/Objectives and Projects:

- develop proactive, response/rationale for zoning regulations
- confirm legality of our desires
- encourage public input and involvement into ongoing Master Plan
- market Master Plan subcommittee
- learn from other towns-mistakes and models
- redefine lot size and determine subdivision based on capacity of the land (soil space, lot size)
- put in place a business development group
- develop capital plan for continuing Master Planning process
- flexible approach to zoning to deal with special circumstances and trade-off land exchange to town etc.

Project Evaluations:

High Impact/High Feasibility

None

High Impact/Moderate Feasibility

- allocate money to acquire land to control growth
- more public input
- establish a committee to look at residential housing

High Impact/Low Feasibility

- finance Master Planning process
- redefine zone space based on soil space/lot size
- learn from other towns' mistakes and successes for models
- zoning regulations (i.e. legal/residential)
- flexible approach to zoning based on owner and town circumstances

Moderate Impact/High Feasibility

None

Moderate Impact/Moderate Feasibility

- need a point of contact for business development
- town beautification committee
- liaison to manage—single person
- put in place a business development group
- Chamber of Commerce idea

Moderate Impact/Low Feasibility

- develop continuing conversation about four corners and triangle

Low Impact/High Feasibility

- clear consensus about growth or no growth

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

None

Key Issue #4 Volunteerism

Facilitator: Nada Haddad

Recorder: Chris Dupere

Spokesperson: JoAnn Patrick

Participants: Laurie Schleck, Lorraine Briand, Mary Gerard, Karen Smith, Isaac St. Martin

Clarification of the Issue:

- How can we keep volunteers?
- Availability and lack of time is a problem
- Informing people they are needed--contact from need to source
- Lack of financial compensation
- Lack of understanding and appreciation
- Need outside support--time commitment
- Need support for senior citizens
- Volunteers may not be welcome, their contribution is valuable, at school. What are the opportunities? How can we recruit grandparents?
- Lack of respect such as Planning Board
- Lack of information, need a central place to get info about the town
- Need a Welcome Wagon
- Need to be approached--made to feel welcome
- Method of screening volunteers should be available--task appropriate, background checks, etc. Will you scare people away?
- We can't get volunteers--lack of interest, lack of time
- Some people block progress, i.e. at town meeting--negative feeling
- Could a mailing be sent to advertise?

Identify Potential Projects/Solutions:

- Should be a list available for what is needed and time required
- Respect is necessary--recognition in the paper, awards, etc.
- Not very much recognition
- A coordinator is necessary
- New Hampshire Municipal Association volunteer recognition
- Levels of recognition might be possible
- Who are the volunteers as opposed to paid
- Welcome/Information packet
- Tax write-offs for volunteers--need a tangible motivator
- We volunteer because it makes us feel good--need to get people out there
- Why aren't people participating? Lack of communication? Lack of confidence?
- Must make people feel more welcome--cliques
- People need to be open to fresh ideas
- Training on communication skills maybe once a year. Good listening skills, eye contact
- Need a sense of community--get to know your neighbor
- Information night--what is going on in town?
- Let people know what the benefits are of being a volunteer

- Reassure people about volunteerism
- Have a recruitment night
- Work with Central High School to make community service a requirement for graduation

Project Evaluations:

High Impact/High Feasibility

- Openness to fresh ideas

High Impact/Moderate Feasibility

- Make people feel more welcome--cliques
- Coordinator, leader to recruit, organize projects
- Training in communication/respect

High Impact/Low Feasibility

- Need a sense of community-get to know your neighbors
- Welcome/information
- List of available projects, time involved, contact
- Respect, recognition (need more)
- New Hampshire Municipal Association (volunteers recognition)
- Levels of recognition
- Who are the volunteers vs. who is paid
- Volunteer for good feeling
- Have a recruitment night
- Information night--what is going on in town
- Reassure people about volunteerism
- Let people know of benefits of volunteering

Moderate Impact/High Feasibility

- Tax write-off for volunteers

Moderate Impact/Moderate Feasibility

- Community service projects through high school (requirement)

Moderate Impact/Low Feasibility

None

Low Impact/High Feasibility

None

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

None

Key Issue #5 Creating a Sense of Community

Facilitator: Julie Simpson

Recorder: Seth Wilner

Spokesperson: Ruth Lund

Participants: Pat Larkin, Mabel Brock, Becky LeMay, Clark Thyng, Jon Godfrey, John Messler

Clarification of the Issue:

- Increase meeting places (diverse county-friendly businesses, expanded town office hours, facilities for groups)
- Town common & must require more space
- Central gathering place--community center indoors and out
- Community center--indoor and outdoor (pool, YMCA, ice rink)
- Develop central small town area
- Location (develop plan for physical location; Belluscio property; methods to bring all people and ages and interests together to a central focus area)
- Large enough facility
- Keeping youth in town/local high school/activities for youth (Central HS "experience" has changes from 20 years ago)
- Creating a sense of identity for Candia

Potential Solutions or Projects:

- Rehabilitation of Moore Park
- Restrict traffic in Moore Park
- Adapting CYAA as community center--short-term
- Outdoor skating area in Moore Park
- Gazebo in middle of park for bands and as a center point
- Utilize 55 High Street more--yard sales, etc.
- Beautify four corners
- Town hold key real estate for aesthetic development
- 3rd party community center (i.e. YMCA)
- Indoor/outdoor swimming pool
- Paths looped to connect library/Moore Park/Schools--walking/biking
- Zoning for aesthetics (town center)
- Tennis courts
- Community newsletter mailed
- Communication of events
- Incorporating community center/rehabilitation of Moore Park Park/Recreation area and other town properties into Master Plan/long range plan
- Purchase the "Triangle" property
- Community involvement in the building creating ownership
- Parks and Recreation (cultural and social) manager/department--liaison to CYAA

Project Evaluations:

High Impact/High Feasibility

- Acquiring triangle between 43 and 101
- Build an indoor/outdoor community pool

High Impact/Moderate Feasibility

- Community involvement in construction of facilities
- Zoning/Planning Board for aesthetics at town center
- Parks and Recreation Center
- Town to buy property to aesthetically develop
- Encourage aesthetic development of four corners

High Impact/Low Feasibility

- Circular walk (loop) through Park to connect facilities (walking/biking)
- Park gazebo with music in summer
- Develop community newsletter mailed to every resident
- Adapting CYAA building as a community center
- Master Plan for all recreation endeavors on town properties
- Restrict traffic in Moore Park
- Rehabilitation of Moore Park

Moderate Impact/High Feasibility

None

Moderate Impact/Moderate Feasibility

- Tennis courts in recreation area

Moderate Impact/Low Feasibility

- Create outdoor skating area in existing swamp
- Field at 55 High Street maintained for use

Low Impact/High Feasibility

None

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

None

Key Issue #6 Lifelong Learning

Facilitator: Chris Closs

Recorder: Linda Thomas

Spokesperson: Linda McCabe

Participants: Mary Phillips, Stacey Hellyer, Carol West, Deb Blanchard, Dave Kelso, Cathy Rohrs, R.H. Snow

Defining the Issue:

- High school--short term and long term solutions
- Need to cooperate with other towns--financial considerations; similar values as Candia; adequate size to maintain quality
- Joint utilization of facilities--traditional school; LLL after hours (night, weekends); teen alternatives
- Moore School facility--maintaining; relocate; upkeep
- Developing continuing ed programs for lifelong learning--whose responsibility; costs; facilities; reactivating past efforts

- Quality education--small class size (T/S ratio); facility optimum utilization; full and diverse programming to include unified arts
- Access/transportation/safety

Potential Solutions/Projects:

- Access road from Moore School to High Street (joint action BOS--SB--PB)
- Regional high school--joint committee to explore option committee to explore tuition options
- Lifelong learning programming--improve space availability
- Forming grants resourcing committee
- Improving volunteer effort--make events family-friendly
- Image clarification
- Space study committee
- Curriculum review committee
- Enhance existing facilities review committee
- Survey to determine interests for lifelong learning
- Forming committee for lifelong development (conduct feasibility study)
- Raise issue of merit pay for teachers with School Board
- Cable access to School Board meetings
- Radio broadcast of School Board meetings

Project Evaluations:

High Impact/High Feasibility

- Image clarification

High Impact/Moderate Feasibility

- Cable access to School Board meetings

High Impact/Low Feasibility

- Continuing education committee
- Revive and reform interest
- Survey regarding lifelong learning
- Study committee to examine: student/teacher ratios; existing facilities (access road to High Street); opportunities for lifelong learning; grants/resources
- Regional high school (curriculum review advisory group)
- Moore School volunteers (family-friendly planning and participation)
- Quality education ("merit pay" for teachers vs. existing compensation)

Moderate Impact/High Feasibility

- Radio access to School Board meetings

Moderate Impact/Moderate Feasibility

None

Moderate Impact/Low Feasibility

None

Low Impact/High Feasibility

None

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

None

Key Issue #7 Communications

Facilitator: Ed Caito

Recorder: Carolyn Spooner

Spokesperson: Dave Motherway

Participants: Eileen Denoncourt, John McCabe, Wendy Ducharme, Joanne Sanseverino, Tanya Soha, Ron Thomas, Diane Rivera, Becky Sarra

Define the Issue:

- No Candia-specific information vehicle
- Website not current (last updated 1998)
- Two websites? Finding the right one
- People have to find info actively rather than info coming to them
- People actively seeking can't find info
- No central place for information
- Town not on-line--no web access or email
- Welcome Wagon not available in Candia (info package for residents)
- No venue (formal process) to be informed about issues--all aspects and views before decision is made
- Limited physical access to discussions if important issues does arise
- Town government may act without proactive communication
- No overall communication of all decisions made by town government
- Static information in Hooksett Banner
- Communication limited to bulletins along the road
- Reliance upon volunteer effort to communicate

Potential projects/solutions:

- "Welcome Wagon" should be instituted/investigated--information package for new residents
- Extra town meeting "Boy Scout" packages delivered to new residents
- Personalize delivery
- Actively managed websites with email addresses
- Town government bodies minutes sent directly to interested people via email
- Community television
- Unbiased town newsletter available via email or US mail
- Bookstore/coffee shop/Internet café in town
- Enlist subcommittees (church/Scouts) to help update information vehicle
- Facilitate/coordinate efforts to update Candia information in Hooksett Banner
- Sending newsletter via mail
- Contribute to sending Hooksett Banner to all Candia households
- Allow for editorial page to allow different views to be known

- Chat room/news group/expanded website
- Info kiosk in town for posting community information of all kinds
- Information for new residents in form of a delivered package (1st mailing/delivery to all residents)
- Actively managed website (content to be determined--community-based)
- Newsletter sent to residents mail, email, delivery (content to be determined, but inclusive)

Project Evaluations:

High Impact/High Feasibility

- Community TV

High Impact/Moderate Feasibility

- "Actively" managed website which is "all inclusive" (schools, churches, town meeting, clubs)
- Town newsletter emailed or snail mail
- Sending newsletter by snail mail
- Enlist subcommittee (church, schools) to update info

High Impact/Low Feasibility

- Candia info pack
- "Welcome to Candia" personalized pack delivered to new residents (all inclusive-- school activities, clubs)
- Allow for editorial page
- Survey for how media/info should be received

Moderate Impact/High Feasibility

- Town contributes to Hooksett Banner sent to houses by mail
- Newsletter in the form of Banner sent to all houses by mail

Moderate Impact/Moderate Feasibility

- Info kiosk in town
- Town government body minutes sent to town via email list
- Coordinate efforts to update Candia info in Hooksett Banner

Moderate Impact/Low Feasibility

None

Low Impact/High Feasibility

None

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

- Chat room news group

Saturday Afternoon **PROJECT SELECTION**

We returned to the large group after lunch break. A member of each small group presented the projects that the group had come up with. Judy Bush led a short discussion about whether some projects overlapped and could be combined with other closely related ones.

Every participant received five adhesive dots to use to "vote" on projects they thought were important for Candia to work on right away. Each voter could place as many dots as they wished by any project, distributing their five votes as they pleased. The projects receiving the most votes would then be discussed in small groups. The list of project ideas follows.

Infrastructure

1. Increase variety of recycled materials and explore future location and type of recycle center. **(20 votes)**
2. Mandate monthly communication at public meeting between and among Selectmen and department heads. **(combined with another project)**

Preserving Rural and Cultural Heritage

1. Educate the public regarding cemeteries, rural character, stone walls and Historical Society via a newsletter, town report, website, etc. **(10 votes)**
2. Create historic district(s) and foster protection of our natural and historic resources. **(27 votes)**
3. Improve trails in town forest and create network of town trails for recreational use. **(15 votes)**

Growth for a Healthy Community

1. Financing for Master Planning process. **(4 votes)**
2. Form business development group. **(25 votes)**
3. Form housing development group. **(3 votes)**
4. Funding for land acquisition and open space starting with creating a town center. **(combined with another project)**

Volunteering

1. Communication/information to include: a welcome packet, information about town activities, benefits of volunteerism, recognition of volunteers, list of projects with description, time required and contact person, and get to know your neighbors. **(31 votes)**
2. Education/training to include: early encouragement/role models, high school requirement to graduate, job description, ethics/code of morality. **(0 votes)**
3. Volunteer Coordinator who has the willingness and time available, is a respected community member and a people person, to possibly have a compensated position and will be able to delegate responsibilities. **(2 votes)**

Creating a Sense of Community

1. Parks and Recreation Department director/commission to include: arts, music, parks, coordination to CYAA and school, a newsletter and multi-generational programs. **(19 votes)**
2. Plan and rehabilitate Moore Park to restrict traffic and include: a gazebo, circular walk, conversion of ball fields, a skating pond, concession stand and additional activities. **(16 votes)**
3. Aesthetic development of 4 corners and triangle for rural renewal, real estate and new development aesthetic guidelines. **(29 votes)**

Lifelong Learning

1. Establishing high school and make it: regional/private and cooperative with tuition options and a curriculum review committee. **(29 votes)**
2. Continuing education/lifelong learning—create a reviving committee to explore conducting interest survey with a cradle to grave sphere of interest. **(6 votes)**
3. Quality education committee who will be family-friendly in planning and participation for volunteerism, look at merit pay for teachers, student/teacher ratio, existing facilities enhancement, access road to High Street, grants and resources and opportunities for lifelong learning. **(5 votes)**

Communications

1. Information package for new residents delivered to house. **(combined with another project)**
2. Actively managed website with total community-based content. **(11 votes)**
3. Town newsletter sent to residents with a total community-based content. **(33 votes)**

ACTION GROUPS

After the voting, the group decided to focus in on the top 6 projects. These were:

Capital Improvement and Impact Fees
Candia Business Development Group
Four Corners Aesthetic Development
Volunteering: Newsletter/Info Packet
Candia Preservation Committee
High School

Participants once again self-selected themselves into small groups, according to the project that interested them most. Each group was asked to define the following:

- Critical Steps to Implementation
- Resources Needed
- Principal Leadership (group or individual)
- Potential Obstacles with Possible Strategies to Overcome Them
- Timeline for Implementation
- Action Step Coordinator

Some of the groups used these steps as a way to focus their discussions and notes, while others did not. Hence, the reports that follow are in a number of different formats.

Project #1 Capital Improvement Plan and Impact Fees

Facilitator: Claudia Boozer-Blasco Recorder: George Rohrs Spokesperson: Brian Smith
Participants: Dave Kelso, Kim Byrd, George Denoncourt, Eileen Denoncourt

Define Capital Plan:

- Create long-range town-wide capital plan
- Annual contributions or level funding
- Create “new development” impact fees
- Annual updates to C.I.P.

Existing Initiatives:

- 1988 5 year CIP plan
department by department 5 year capital needs
town offices
- CIP state rules
1986-planning board votes CIP
2001-Master Plan in place
3/2001-impact fee rules

Obstacles:

- wish list mentality
- no prioritizing
- time requirement by departments, boards, committees
- unexpected costs/capital needs that are not part of CIP
- difficulty in defining accurate cost
- school and town are separate bodies
- for impact fees
 - need Master Plan
 - need to write CIP
 - need to establish fee schedule

Solutions:

- town budget committee
- yearly update of CIP cost in annual department budget
 - yearly contribution to non-lasting appropriate fund- AKA Rainy Day Fund
- do diligent research and possibly get professional assistance

Leadership:

- Now-Planning Board
- Future-Selectmen, School Board

Resources:

Needed-

- budget committee volunteers
- low operational costs (copies, pens, mail, etc)
- legal review costs
- existing models from other towns for impact fees
- Office of State Planning
- Regional Planning Commission
- existing Candia boards and departments

Action Steps:

- adoption of impact fees in process
- create budget committee
 - research existing rules and regulations (by 10/01)
 - create working model/white paper (asap)
 - present to Selectmen and School Board (11/02)
 - inform public through hearings (1/02)
 - write warrant (1/02)
 - vote (3/02)
- 1st step: explore level of interest in creating budget committee

Meeting: October 25, 2001 at 8pm place TBD (possibly Candia Town Hall)

Convener: Brian Smith 483-0821

Project #2 Candia Business Development Group

Facilitator: Al Couch

Recorder: Joyce Palmer

Spokesperson: Juan Rivera

Participants: Israel Willard, Keith LeMay, Scott Johnson, Mary Girard, Jeff Marion, Ricia Valesco

Business Development Group will be a group of 5-9 on the board with business, residential and outside resources represented-may want larger membership

Objectives:

- to bring more business into town (don't forget tourism)
- define types of businesses we want to bring to town
- understand cost/benefit/revenue connection-what % is optimal
- identifying barriers to bringing new business in-business infrastructure
- input into Master Plan
- review current zoning and determine what we want
- establish a local business network
- talk to other towns-learn from/talk to/form alliances
- develop an understanding the employment needs of residents
- retain existing and survey needs-consider self-employed

Existing initiatives:

- new industrial park (phase 1----phase 2-may expand)
- Master Plan process
- some rezoning has been done....light industrial
- know/rumors that some new businesses are coming to Candia or interested, but not a lot of specifics

Obstacles & Solutions:

- participation—how to encourage long-term commitment (solution-visiting neighboring communities)
- is there a funding base?
- how to integrate into recognized structure of the town (solution-model after solid waste committee that is reinstated)
- figuring out a place to meet-are there really enough spaces (solution-new library will help town, school)

Leadership:

- local business owners
- sponsors of Envision Candia
- residents-people who attended Profile event
- out of town help such as Chamber and USDA Rural Development

Resources:

- minimal financials resources needed to start
- biggest need is people-working committee
- guidelines to follow-what is the charge/what is the mission
- access to data and information
- information from Envision Candia discussion
- Robert's rule/town by-laws

- Ross Katel (Professor @Whittemore School-UNH)

Action Steps:

- identify a convener
- solicit members
- appoint leader
- approach town for “sanction”
- call a public meeting (official and open to everyone)
- legal assistance to make sure it is done well (municipal associations, town lawyer, other sources)
- write something for town report-due February
- check out websites that are relating to business

Timeline:

- identify a convener (who will call a meeting within a month-November 15)
- be aware of town budget development (process is December-January)
- prepare letter for town report

Meeting: November 15, 2001 at 7pm at school (room to be announced)

Conveners: Keith Lemay (483-5607) and Juan Riveria (483-0617)

Project #3 Four Corners Aesthetic Development

Facilitator: Chris Closs

Recorder: Kathie Motherway

Spokesperson: not noted

Participants: Robert Schleck, Dayle Smyrl, Clark Thyng, John Messler, Becky LeMay, Ruth Lund, Cathy Rohrs, Judi Lindsey, Paul Lamie

Define the Project:

- design control guidelines
- create the heart of Candia (safety zone)
- upgrading aesthetic qualities
- purchasing the right of 1st refusal
- property includes: 4 corners, triangle or others (55 High Street)
- defining project boundaries (1/4 mile radius of 4 corners)
- possible business relocation
- traffic patterns-pedestrian safety/lighting

Obstacles and Solutions:

- losing opportunities (solutions-options, rezoning)
- swamp (solution-ice rink)
- access to Tri for new development (solution-state DOT curb cuts)
- no duplication (solution-knowledge)
- land acquisition (solutions-land swap, industrial park)
- \$\$-purchased legal fees (solutions-relocation grants, time)
- wetlands (solution-state aid)
- traffic-state roads (solution-high traffic count attracts business development)
- visual pollution (solution-screening businesses)
- speed (solution-state aid/petition)
- multiple owners/businesses
- arch. (solution-design controls)
- time/urgency (solution-quick action)

- future use (solution-4 corners plan and marketing study)

Leadership:

- Selectmen
- road agent
- NHDOT
- state rep
- Planning Board
- property owners
- school board
- US Rep. Sununu/Gatsas-State Senator
- media
- concerned citizens
- Main Street Center, Concord
- PSNH
- St. Paul's other organizations
- neighbors
- legal counsel

Action Steps:

- identify parcels
- organization-leadership
- mission statement; goals and objectives
- plan-map, budget, PR-town and state, marketing plan, present and town meeting
- personnel
- acquire funds-grant writing, hype, fundraising
- business development liaison
- land acquisition
- construction
- rezoning

Resources:

- money: Tea 21, CDBG grants, LCHIP, SNH Regional Planning Commission, bonding, taxes, NHAFA, Land and Water Conservation Fund
- NH Main Street Center
- taxes
- business donations, labor and materials
- volunteer groups-newsletters
- PSNH

Timeline:

- leadership (Bob Schleck)-(2001)
- creating the organization, mission (2001-02)
- personnel (2002)
- plan vision of project (2002-2006)
- id parcels (2002-2006)
- explore funding (2002-2006)
- legal services (2002-2006)

- business development liaison (2002-2006)
- land acquisition (2002-2006)
- rezoning (2002-2006)
- construction (2002-2006)

Meeting: January 8, 2002 at 7pm at the Town Offices

Convener: Bob Schleck (cell-475-2609)

Project #4 Volunteering: Newsletter/Info Packet

Facilitator: Julie Simpson

Recorder: Chris Dupere

Spokesperson: not noted

Participants: Carol West, Lorraine Briand, David Motherway, George DeWolf, Becky Sarra, Pat Larkin, John McCabe

Goals and Objectives:

- Candia Jr. Women's Club (collaborate with them)
- easy access to info (give it to them)
- reach everyone
- Hooksett Banner-send info to reporter (accurate info)
- welcome packet/newsletter to everyone in town-educational bag of stuff
- committee to see what we already have, cost, feasibility
- how do people want to receive this info—web, paper, etc.

Existing Initiatives:

- Jr. Women's Club
- Hooksett Banner
- monthly school newsletter
- church bulletins/newsletters
- other newsletter from other communities
- town websites
- town report
- town hall bulletin boards
- Friends of Library quarterly newsletter
- Post office
- Recycling center
- Entrance to Stubby's - word of mouth
- School and library community bulletin board
- Community organizations seeking volunteers
- Chris' mailing

Obstacles and Solutions:

- no central collection point (solution-annual town report)
- time (solution-partnerships with CJWC and Scouts)
- money (solution-partnerships with CJWC and Scouts)
- finding interested volunteers for all aspects (solution-materials for Welcome packet easily available)
- no Internet access (solution-materials for Welcome packet easily available)

Leadership:

- representatives from CYAA, Scouts, CJWC, Historical Society, library, Dollars for Scholars, school, etc.
- a few experienced volunteers
- new blood
- town officers
- graphic designers
- artists
- neighboring town newsletters

Resources:

- sponsors-town businesses (local)
- simple or complex-how involved (don't want to discourage people)
- content-the info is readily available
- people to write, coordinate, graphic design, etc
- paper, copier, space
- volunteer to do this job-coordinator (editor)
- Moore School
- sign up sheet at town office-email or post
- Internet access for town hall
- collection point(s)
- state funding, grants, foundation aid

Action Steps:

- contact the Junior Women's Club-where are they at this point (Nov. 7 @ 7pm)
- gather info for packet
- identify players-reps from as many community organizations as possible
- school-are they interested in enhancing existing letter
- is there a need for a newsletter
- survey-what kind of info is wanted

Timeline:

- October 2-solicit for volunteers at the group meeting
- Nov. 1-School Newsletter
- Nov. 7- CJWC meeting-who will go
- Feb 1-Town report packets
- Church bulletins-info must be in to secretary by Monday of the week
- Dec. 1-newsletter decision deadline
- First step in Action Steps: Dave will attend CJWC meeting on November 7th to find out where they are with info packet (contact Rhonda Thyng for agenda)
- Newsletter first step: someone must contact principal to see feasibility of combining with town newsletter (Lorraine Briand by the end of 2 weeks-November 2nd)

Meeting: November 19, 2001 at 7pm at school

Convener: Chris Dupere (483-5573 or 483-8825)

Project #5 Candia Preservation Committee

Facilitator: Rick Zang

Recorder: Ed Fowler

Spokesperson: Laurie Schleck

Participants: Linda Sheehan, Ruth Fowler, Jim Lindsey, Ron Thomas, Betsy Kruse, John Pike

Goals and Objectives:

- ID historic districts
- ID natural resources
- ID historic resources
- figure out how to protect
- maintain historic character of what already exists
- encourage preservation of natural resources, historical properties and surrounding land
- reduce lighting pollution

Existing Initiatives:

- open space plan
- natural resources inventory
- Conservation Commission
- Massebesic Audubon lighting
- Master Plan update
- Audubon Society
- Bearpaw Greenways
- Candia town forest
- Candia Conservation Commission
- Historical Society
- scenic road designation
- innovative land use committee

Obstacles and Solutions:

- strict rules re: Historic Districts—awareness vs. control (solution-make people aware of value of historical preservation)
- some people may not want to change lighting (solution-town subsidize light)
- historic districts are spread throughout town (solution-spot zoning of areas and connect with protected open space)
- presence of Precision Auto (solution-land swap offer to another location)
- monetary investment vs. keeping natural scenic roads (solution-offer to buy conservation easement on land)
- Master Plans may impact historical and natural resources protection (solution-representation of historic groups on Master Plan)
- land around historic property gets chopped up (solution-protect land around as buffer)

Leadership:

- Planning Board rep
- ZBA rep
- Historical Society rep
- Conservation Commission rep
- Fitts Museum rep
- Master Plan committee rep
- Innovative Land Use committee rep

Resources:

- road agent
- creative financing
- LCHIP (Land and Community Heritage Investment Program)
- Community stewardship
- Cooperation of natural and historic resources land owners
- Cooperation of historic homeowners
- tax breaks for homeowners to build “historically correct”
- town land to swap

Action Steps:

- establish committee to include Master Plan member and all listed under Leadership section
- publicize committee existence
- educate public on purposes of community (present at town meeting)
- investigate available funding from resources identified earlier
- investigate options for protection of natural or historic property
- investigate what’s available from state vis-à-vis ideas and \$\$
- check to see what other towns have done
- find out who makes (designates) historic districts

Timeline:

- establish committee ASAP
- consider establishment of formal committee-historic preservation committee
- December-prepare warrant article-ask for \$\$ and establish formal committee
- January-develop presentation at town meeting
- March-present at town meeting

Meeting: November 8, 2001 @ 7pm at Town Hall

Convener: Rick Zang (483-8746)

Project #6 High School

Facilitator: Ed Caito

Recorder: Carolyn Spooner

Spokesperson: not noted

Participants: JoAnn Patrick, Karen Smith, SH Snow, Linda McCabe, Deb Blanchard, Mary Phillips, Joanne Sanseverino

Goals and Objectives:

- identify different options and evaluate and inform Candia residents
- look at long and short-term options
- ensure curriculum meshes with Moore School
- define options available to town

Existing Initiatives:

- cooperative school district planning committee
- school board negotiating with Manchester on long-term tuition contract
- subcommittee of SAU have been discussing high school options (Auburn, Candia, Hooksett)

Obstacles and Solutions:

- keep school solution to similar sized towns
- 30th October “speak out” session to discuss all issues involved (public notice at meeting, town-wide)
- how to fund education
- find out more about voucher options
- look into other “tuition” options
- unknown curriculum philosophy
- identify desired competencies

Leadership:

- School Board
- parents
- volunteers
- teachers
- students
- administration
- tax payers/residents

Resources:

- humans
- look for what other towns have already done
- info from earlier Envision Candia session
- info from speak out night on October 30
- Department of Education
- SAU
- School Board
- State Library
- Teacher’s Educational Association
- PTA/PTO

Action Steps:

- investigate other options with information available by town meeting or before
- investigate funding solutions
- improve communications from existing groups
- go to October 30 meeting (7pm at Moore School)
- go to School Board meeting and request information on other options

Timeline:

- co-op meeting on October 30 @ 7pm
- November 1st-School Board
- school meeting in March
- end of February-findings to be included as “other options” in “Boy Scouts” information (package delivery to Candia homes)
- research should be done by end of January

Meeting: October 24, 2001 @ 7pm at Candia Moore School

Conveners: Mary Phillips (483-8759) and Deb Blanchard (483-5662)

CONCLUSION

Each small group reported back their plans to the entire group. The full group discussed next steps to keep up the momentum from the Profile, with each group appointing someone to maintain contact with the Candia Profile Steering Committee.

The meeting adjourned at 3:30 PM.

APPENDIX

Candia Community Profile Steering Committee

Chair - Ron Thomas
Secretary - Betsy Kruse
Treasurer- Kathy Dupuis
Publicity & Promotion - Ed Fowler and Wendy Ducharme
Invitation & Programs - Rita Goekjian, Kathie Motherway, and David Motherway
Food - Judith Szot and Nat Torrey
Logistics - Judi Lindsey
Registration - Pat Larkin
Small Group Facilitators – Joyce Palmer and Chris Closs
Child Care and Transportation - Rhonda Thyng
Liaison - Kim Byrd
Member at large - Al Couch
Board of Select Representative - Clark Thyng
Candia School Board Representative - Rick Zang
UNH Cooperative Extension County Contact - Claudia Boozer-Blasco
Webmaster - Laura Briggs
Event Photographer - Ruth Lund

Candia Community Profile Facilitators and Recorders

Claudia Boozer-Blasco	George Rohrs
Lynn Hammerstrom	Chris Dupere
Ed Caito	Julie Simpson
Betsy Kruse	Wendy Ducharme
Chris Closs	Carolyn Spooner
Dave Motherway	Ed Fowler
George Comtois	Gale Stanley
Kathie Motherway	Nada Haddad
Al Couch	Linda Thomas
Joyce Palmer	Kate Hartnett
George DeWolf	Rick Zang

Sponsorship

Candia Board of Selectmen
Planning Board Master Plan Subcommittee
Candia Conservation Commission
Candia School Board

Contributors

Pasquale's Ristorante	Rita and Ken Goekjian
PMC Inc.	Jeff Canter's – Car World
Hannaford Shop and Save – Raymond	The Larkin Family
Petrin Funeral Home	Granite State Credit Union
Severino Trucking	Candia Lumber and Hardware
Pet - Agree	Crowley Foods
Candia Woods Golf Links	Bradford Copy Center - Raymond
Sanborn Farm	Sweetheart Cup Company
Steve Schubert of Paine Webber	Dunkin Donuts of Raymond and Hooksett
Kim and Ingrid Byrd	Shorty's Mexican Roadhouse
Candia Junior Women's Club	North Way Farm
Chris Closs	Fred's Auto
Rene LeClerc State Farm Insurance – Hooksett	Shaws Supermarket – Hooksett
	Clark and Rhonda Thyng

Additional Support

Michelle Carvalho, Principal of the Henry W. Moore School
Doric Lupin, Bob Healy, and Lynda Byme of the Henry W. Moore School
Susan Torrey of Southern NH University
Peter Smyrl
Candia Girl Scouts
Volunteers who assisted with childcare

Candia Community Profile Participants

Mike Portner	Colette Sandstrom
Pat Davis	Ruth Lund
John Lund	Evelyn Schroeder
Dennis Lewis	Israel Willard
Tanya Soha	Ingrid Byrd
Mary Higgins	Linda Sheehan
Laurie Schleck	David Paprocki
Bob Pearson	Tony Gamache
Kim Byrd	Joanne Sanseverino
Dawn Clancy	Fred Kelley
Neil Sieminski	Ruth Fowler
Rachael Sarna	Bert Binette
Chris Plante	Dick Atteridge
Meredith Cooper	Barbara Bowman
Hope Pearson	Ron Severino
Rosanne Beaudoin	Gwen Paprocki
Helene Haggart	Charles Wilbert
Lynda Kelley	Laurie Makenewicz
Gracia Benoit	Becky Makenewicz

Marietta Burette
Lisa McKenna
Cathy Rohrs
Les Cartier
Diane Rivera
Arthur Sanborn
Carla Penfuld
Lorraine Briand
Dayle Smyrl
Mark Fecteau
Brian McKenna
Marion Wessler
Brian Wilbert
Mabel Brock
Paul Lamie
Hervey Werster
Paula Chourard
Bradford Lovey
Elizabeth Sanborn
Rite Alexander
Jean Martin
Cecilia Jean-Louis
Mary Phillips
Stacey Hellyer
Jim Lindsey
Bob Dabrowski
Pat Larkin
Carolyn Thibadeau
Jon Godfrey
Ron Jean-Louis
Tom Moreau
Gail Dabrowski
Nancy Gallagher
Deb Blanchard
Clay Caddy
Mike Chouinard

Carol West
Jon Gunnarson
Jeff Philbrick
Mary Girard
Ellie Davidson
Meri Clemons
Eileen Denoncourt
Peter Butt
Rick Swain
Kathy Dupuis
Nancy Kelso
John McCabe
R.H. Snow
Scott Johnson
Dave Kelso
Mark Laliberte
Keith LeMay
George Denoncourt
Louise Janelle
Linda McCabe
Bob Schleck
Tom Lloyd
Jeff Marion
Becky LeMay
Carol Jordan
Bob Bruce
Joyce Portner
Judy Lindsey
Betsy Kruse
George DeWolf
Arlene Richter
Ricia Velasco
Juan Ramon Rivera
Bradford Torrey
Dave Kelso
Becky Sarra