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LISTING OF ATTACHMENTS

Copies of all attachments are included at the end of this Toolkit. They are also included on the enclosed compact disc for easy printing and reproduction.

- Attachment A: Sample LWC Project Timeline**
- Attachment B: Guidelines for the LWC Steering Committee & LWC Meeting Minutes Form**
- Attachment C: Action Plan Committee Roles & Responsibilities**
- Attachment D: Sample Presenting the Vision Meeting Agenda**
- Attachment E: Sample Presenting the Vision Press Release**
- Attachment F: Sample Presenting the Vision Flyer**
- Attachment G: LWC Community Meeting Sign-In Sheet**
- Attachment H: LWC Action Plan Volunteer Flyer**
- Attachment I: LWC Baseline Data/Community Assessment by Category**
- Attachment J: LWC Map Request Form**
- Attachment K: Sample Mapping Trails & Linkages Media Advisory**
- Attachment L: Sample Mapping Trails & Linkages Flyer**
- Attachment M: Sample Mapping Trails & Linkages Workshop Agenda**
- Attachment N: Mapping Trails & Linkages Facilitator Instructions**
- Attachment O: Mapping Trails & Linkages Response Form**
- Attachment P: Working Group Signs**
- Attachment Q: LWC Action Items Form**
- Attachment R: Sample Assessment Scorecard Workshop Agenda**
- Attachment S: LWC Impact Feasibility Grid**
- Attachment T: Sample LWC Action Steps**
- Attachment U: Sample Action Plan Workshop Agenda**
- Attachment V: Action Plan Facilitator Instructions**
- Attachment W: LWC Community Action Plan**
- Attachment X: LWC Community Resource Guide**
- Attachment Y: Action Plan Coordinator Instructions**
- Attachment Z: Sample Action Plan Implementation Workshop Agenda**

FORWARD

Livable, Walkable Communities (LWC) was developed by New Hampshire Celebrates Wellness, a not-for-profit organization whose mission was to improve the health and well being of the people of New Hampshire. *NHCW strived to accomplish its goals by mobilizing, training and supporting leaders from schools, worksites, older adult organizations, municipalities and communities to bring health initiatives back to their organizations and their communities.*

Funding for the development of the LWC Community Toolkit was made possible by a grant from the New Hampshire Charitable Foundation:

New Hampshire Charitable Foundation
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Concord, NH 03301-4005
(603) 225-6641
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Fax: (603) 225-1700
Email: info@nhcf.org
Website: www.nhcf.org

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UNH Cooperative Extension
The Jordan Institute
NH Office of Energy and Planning
NH Regional Planning Commissions
Foundation for Healthy Communities
NH Department of Health & Human Services, Division of Public Health Services, Nutrition & Health Promotion Section
Division of Disease Prevention & Health Promotion
NH Developmental Disabilities Council
NH Department of Transportation
Local Government Center

The LWC Toolkit was evaluated by a panel of experts for construct, content validity, and readability.

INTRODUCTION TO THE LWC TOOLKIT

The LWC Toolkit is a resource for improving the livability and walkability of New Hampshire communities. An underlying goal is to increase rates of physical activity throughout the state. Through a process of community engagement and assessment of the built-environment (e.g. pedestrian access and safety), the LWC Program brings together citizens and stakeholders to develop and act on specific strategies to improve your community's livability and walkability. The focus is on the following 11 categories:

<i>Health</i>	<i>Vibrant Economy</i>
<i>Safety</i>	<i>Housing</i>
<i>Destinations & Linkages</i>	<i>Village Center/Downtown</i>
<i>Open Space & Recreation</i>	<i>Aesthetics</i>
<i>Environment & Natural Resources</i>	<i>Social Connects</i>
<i>Historic Preservation</i>	

Provided in the LWC Toolkit are user-friendly tools in three areas that will assist in the construction of your community's LWC Action Plan:

- ✓ Roles & Responsibilities: Establishing the LWC Community Coalition
- ✓ Presenting the Vision: Engaging Community Members & Stakeholders
- ✓ Looking at the Big Picture: Community Assessment & Action Planning

Frequently Asked Questions

How can we become a livable, walkable community and still maintain our rural character?

The LWC Toolkit is designed to assist in identifying priority areas and implementing an action plan specific to your community. The project should proceed with the consensus of the community to ensure that desired community character is maintained. Always remember your goals and community vision as you work toward becoming a Livable, Walkable Community.

What if we only want to complete one piece of the Toolkit?

The goal of LWC and the Toolkit is to get communities implementing action steps as quickly as possible. If your community is able to implement actions steps in only one LWC category or priority area, success has been achieved. Remember to celebrate your success!

Who funds our action steps toward becoming more livable & walkable?

Funds for projects in specific categories may be available through organizations/agencies listed in the **LWC Community Resource Guide**. Communities must contact those organizations to learn more about funding opportunities.

Are there other agencies, organizations, or programs that can help us meet our goals?

Refer to the LWC Community Resource Guide to identify the agency/organization best able to address your goals. The Resource Guide designates the type of support offered – funding, outreach, technical, informational.

What communities have become livable, walkable communities?

LWC has worked with Meredith, Wolfeboro, Littleton and Hanover, Nashua, New Boston, Deerfield, and Berlin-Gorham, all of which have implemented steps to become more livable and walkable.

LWC Project Timeline

Your community's LWC project consists of two distinct phases:

Phase I: LWC Toolkit Implementation (up to 1-year for completion)

During this phase, the LWC Coordinator and representatives will work with your community to develop a Community Coalition and complete all components of the LWC Toolkit. The end product is your community's LWC Action Plan. The time frame required for completion depends on your community's readiness and the scope of the project.

Attachment A includes a sample timeline for this phase of the project.

Phase II: LWC Action Plan Implementation (1 or more years for completion) – Once your community's LWC Action Plan is complete, your Community Coalition will be responsible for its implementation. The time frame required for completion depends on such factors as: 1) availability and commitment of community members; 2) scope of action steps (e.g. policy changes and brick and mortar projects will take longer to complete than programming initiatives); 3) ability to obtain necessary funding; 4) necessity of city/town zoning and planning changes. Like many community improvement projects, the LWC implementation phase is essentially a continual process of improving and maintaining your community's livability and walkability.

About the LWC Toolkit

The Toolkit includes all of the information needed for 1) *PRESENTING THE VISION* to your community, 2) identifying LWC leaders, establishing committees and designating *ROLES & RESPONSIBILITIES*, and 3) *LOOKING AT THE BIG PICTURE* to gather baseline data, conduct assessment, map destinations and linkages, and develop an action plan. The LWC Coordinator and various LWC representatives will provide guidance and assistance throughout Phase I of the LWC project.

Following are overall guidelines for using the LWC Toolkit. Specific instructions and ready-to-use documents and forms are included as hard copy attachments and on the enclosed compact disk.

ROLES AND RESPONSIBILITIES: ESTABLISHING THE LWC COMMUNITY COALITION

Your community's LWC project begins with the identification of project leaders and the formation of committees to manage the project. In addition, now is the time to begin engaging and mobilizing your community. Like laying a sturdy foundation for a house, establishing a strong LWC Community Coalition will ensure the success of your project. The elements of your Community Coalition are:

- **Effective Community Leadership**
- **Establishing the LWC Steering Committee**
- **LWC Leadership Training**
- **Mobilizing Your Community: Establishing an LWC Community Coalition**
- **Action Plan Committee**
- **Project Marketing & Promotions**
- **Facilitation of LWC Community Meetings & Workshops**

Effective Community Leadership

The LWC Coordinator, representatives and Toolkit will guide you through the process of becoming a Livable, Walkable Community. **Your community is responsible for doing the actual work.** The LWC project will grow and thrive only if the following two elements are in place:

1. Strong leaders who are fully committed to all components of the LWC project and dedicated to the ongoing improvement of the community.
2. Active and diverse citizen participation in the LWC Community Coalition throughout all phases of the LWC project, from initial visioning to community assessment to action plan development and implementation.

LWC project leaders will serve on your committees and will be responsible for the development and implementation of the action plan. They should be representative of the diverse interests and demographics of your community, knowledgeable of what factors are important to effective future community development, and understand potential project challenges. They must have the desire and ability to contribute to the mobilization, firm engagement, empowerment and sustainability of the LWC Community Coalition. Such individuals should: 1) have the ability to impact your community's policy making; 2) have access to necessary funding, technical and other project resources; 3) keep LWC Community Coalition members active and involved; 4) chair LWC committees; and, 5) use creativity to solve problems and keep the project moving forward. Finally, the LWC leadership will be responsible for the ongoing recruitment and training of new leaders for seamless continuation of the project.

Establishing the LWC Steering Committee

The first step in the LWC project is to establish your community's LWC Steering Committee. The Steering Committee is the driving force behind the LWC project. These individuals are ultimately responsible for ensuring effective execution of all components of the project. **The Steering Committee Chairperson will be your community's direct liaison to the LWC Coordinator and**

representatives. The LWC Coordinator and representatives will provide instruction on using the LWC Toolkit, LWC Leadership Training and guidance through Phase I of the project.

The Steering Committee is responsible for:

- ✓ Selecting a Steering Committee chairperson & officers.
- ✓ Establishing a Steering Committee meeting format & meeting as often as is necessary to complete the LWC Project Timeline & implement the LWC Action Plan.
- ✓ Establishing an LWC Community Coalition.
- ✓ Collaborating with other community groups & organizations.
- ✓ Marketing the overall LWC Project.
- ✓ Promoting all LWC meetings & workshops.
- ✓ Recruiting large & small group facilitators for LWC workshops.
- ✓ Establishing an Action Plan Committee.
- ✓ Ensuring that a workable LWC Action Plan is developed & that community volunteers are committed to implementing each action step.
- ✓ Along with the Action Plan Committee, overseeing Action Plan development & implementation & ensuring that the project remains active.

Once the Steering Committee is established, the chairperson will contact the LWC Coordinator to schedule the first meeting.

Attachment B includes guidelines for selecting Steering Committee members, roles, responsibilities, meeting minutes form and other documents to assist in maintaining an effectively operating Steering Committee.

LWC Leadership Training

The LWC Coordinator will coordinate a date and time to conduct a LWC Leadership Training Workshop for the Steering Committee. The purpose of the training is to provide instruction in the use of the LWC Toolkit. The leadership training will prepare the Steering Committee members to manage all aspects of the LWC project.

Mobilizing Your Community: Establishing an LWC Community Coalition

Establishing a representative LWC Community Coalition is one of the most important steps to becoming a Livable, Walkable Community. Building the Community Coalition is a process that will evolve through the various community meetings and workshops that are a part of LWC Toolkit. It involves the bringing together of citizens, stakeholders and community groups to share ideas, conduct assessments, identify action items and participate in action plan implementation.

About the LWC Community Coalition

What is the LWC Community Coalition?

Your LWC Community Coalition should include any citizen, stakeholder and community group that is interested in playing a hands-on, active role in enhancing your community's livability and walkability.

Why build a coalition?

- ✓ To get associations, agencies, organizations, and citizens to work together towards a common goal.
- ✓ To collaborate with and support existing community organizations.
- ✓ To create initiatives defined by citizens and stakeholders.

Should coalition partners have similar goals and interests?

Ideally, the LWC coalition will consist of a diverse makeup of citizens, stakeholders and community groups. The varying ideas, skills, interests and experiences of coalition partners will enhance the overall richness and outcomes of the LWC project. If the LWC project targets a specific neighborhood within the community, it is important that the Community Coalition include residents from within the neighborhood. As a result, your community will become a more enjoyable place to live and work.

What Type of coalition is LWC?

LWC falls into the following four categories:

1. Program-oriented Coalition: Purpose is to create new programs to spin off to existing associations and organizations or to modify existing programs. (i.e. collaborate with a conservation commission to address natural resource protection).
2. Policy-oriented Coalition: Purpose is to instigate larger policy-level change (e.g. legislation, ordinances, funding policy, etc.). An example includes the incorporation of LWC action items into the community's Master Plan.
3. Behavioral-oriented Coalition: Purpose is to enhance community awareness of issues, practices, and beliefs (i.e. the importance of engaging in physical activity to improve health, decrease traffic and decrease pollution).
4. Partnership-oriented Coalition: Simply to establish a relationship with other entities for the purpose of sharing information and resources (i.e. collaborate with physician's offices for the purpose of prescribing physical activity for patients).

What is needed to build an LWC coalition?

- ✓ Community Readiness
- ✓ Intentionality (clear goals, objectives, and action plans)
- ✓ Membership
- ✓ Leadership
- ✓ Resources
- ✓ Relationships
- ✓ Technical Assistance

Steps for building an LWC coalition

1. Begin with a mission or a goal.

2. Identify key stakeholders (may be made up of informal and/or formal community/organizational leaders).
3. Solicit citizen input to articulate goals and objectives (via community forum, etc.).
4. Conduct Assessment (inventory of assets, what's been done, and what needs to be done).
5. Begin Planning and Prioritizing Actions/Tasks.
6. Implement.

Sustaining the LWC coalition

LWC follows the Community Ownership approach to sustaining the community coalition. Marketing, promotions, community meetings and workshops, and action plan development and implementation are all focused on mobilizing the community to claim ownership of LWC project activities. LWC will provide the tools and guidance, but it is **your community members who will do the hands-on work.**

Asset Mapping: Roles Different Community Groups Can Play

Asset Mapping can enhance the activities of the Community Coalition, especially if your coalition is not as strong as you would like. Asset Mapping may be useful if the Community Coalition is too small or not representative of the community or neighborhood being served by the LWC project. It involves identifying and collaborating with other community groups that can contribute to the LWC project (i.e. an already established trails committee that has knowledge of local trails and access points). The LWC Coordinator will assist you in determining if Asset Mapping is a technique that would be valuable to your project.

A PowerPoint presentation called *Asset Mapping: Locating the Gifts in Your Community* has been developed by the *University of New Hampshire* and is available for viewing at:

www.ecnh.unh.edu/asset.ppt

The University of New Hampshire Cooperative Extension *Strengthening New Hampshire Communities* program can provide additional resources and support with Asset Mapping. Strengthening New Hampshire Communities may be contacted at:

(603) 862-5046 or www.ceinfo.unh.edu

Action Plan Committee

The Steering Committee will spearhead the formation of an Action Plan Committee whose role is to lead the development and implementation of your community's LWC Action Plan.

Attachment C includes guidelines for organizing the Action Plan Committee, along with committee member roles and responsibilities.

Project Marketing & Promotions

The use of effective marketing and promotional strategies are important to the overall success of your community's LWC project. It would be helpful to have one Steering Committee member with experience in public relations and who is connected to your community's media outlets.

Soon after your Steering Committee is established, you should prepare a media advisory and initial press release for distribution to media outlets that: 1) announces the LWC project; 2) introduces your Steering Committee members; 3) introduces preliminary project goals; 4) invites community members to participate in the upcoming LWC community meetings and workshops; and, 5) prompts community members to look for future announcements about the project.

You will find instructions and recommendations for marketing each community meeting and workshop in the following sections of this Toolkit. Included as attachments are sample media advisories, press releases and flyers.

Tips for Success in Marketing LWC Community Meetings & Workshops:

- ✓ Announce meetings in advance.
- ✓ Have each committee member tell five friends about the events.
- ✓ Post flyers around town.
- ✓ Submit articles to newspapers/newsletters.
- ✓ Include ALL stakeholders.
- ✓ Always thank participants.
- ✓ Always acknowledge volunteer support.
- ✓ Consider asking high school students to baby-sit and offer rides to seniors and disabled residents so all interested community members can participate.
- ✓ FEED AND THEY WILL COME!

Facilitation of LWC Community Meetings & Workshops

Large and small group facilitators will be required for the various LWC community meetings and workshops. An LWC representative and representatives of your Steering Committee will perform large group facilitation. Your Steering Committee is responsible for recruiting volunteer facilitators and scribes/recorders to lead small group activities during each of the workshops. Specific instructions for these individuals are provided elsewhere in the Toolkit. Facilitators will receive facilitation training from an LWC representative prior to the workshops.

Overall Tip for Facilitating Community Meetings:

- ✓ Be inclusive
- ✓ Encourage participation
- ✓ Be prepared for possible conflict
- ✓ Record all concerns and ideas
- ✓ Stay focused
- ✓ Set time limits
- ✓ Refer to suggestions gathered during the in assessment workshops

PRESENTING THE VISION: ENGAGING COMMUNITY MEMBERS & STAKEHOLDERS

“Presenting the Vision” Community Meeting

An initial “Presenting the Vision” community meeting will help to get citizens and stakeholders behind and actively involved in the LWC project. Most people value a vibrant and healthy community to live in, the preservation of unique community characteristics, and enhanced opportunities for physical activity and recreation for their children and themselves. A strong kick-off event allows you to present the LWC vision and the vital impact the LWC project will have on the future health of your community. This section contains recommendations in the following areas for making your “Presenting the Vision” event a success:

- **Identifying Your Audience**
- **Announcing the Event**
- **Equipment & Other Needs**
- **Process Questions**
- **Recruitment of LWC Project Volunteers**

The key elements of the meeting include presentation of the LWC Slideshow and an open discussion of concerns and ideas around your community’s livability and walkability. The “Presenting the Vision” meeting can be set up through the following steps:

1. Coordinate a date and time for the meeting with the LWC Coordinator who will present the LWC Slideshow.
2. Identify and reserve a meeting location. The facility should be large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). Contact your city/town offices, library, schools, or local businesses for space availability.
3. Announce the event via flyers, press releases, and any other methods that will work for your community.
4. Specially invite key stakeholders – government officials & department heads, other community leaders, business owners, developers, builders, contractors, members of other community/civic groups such as the conservation commission, etc.
5. Gather equipment/materials.
6. Develop a meeting agenda (see **Attachment D** for sample).

Identifying Your Audience

- ✓ Local government officials
- ✓ Architects
- ✓ School Board & committee members
- ✓ Churches
- ✓ Developers/Builders/Contractors

- ✓ Fitness program operators
- ✓ Homeowners
- ✓ Youth
- ✓ Business Owners
- ✓ Public Health/Health Care
- ✓ Seniors
- ✓ Disabled
- ✓ Others

Remember, support for your LWC efforts will build over time. Do not be discouraged if initial meetings are low in attendance. The important thing is to build the strong support of those who are engaged.

Announcing the Event

Develop and submit a press release (see **Attachment E** for sample) to local newspapers, newsletters, church bulletins, schools, local radio stations, or other media that can get word to residents in your town. Additionally, develop a flyer (see **Attachment F** for sample) to post in the town store, gas stations, coffee shops, hardware store, restaurants, post office, store windows, along Main Street, or any other places that might catch the eye of community members. Include at least two Steering Committee contacts with phone numbers in all announcements in case people have questions, need directions, etc. Be sure to recognize the **support of the New Hampshire Celebrates Wellness Livable, Walkable Communities Program** in all publicity and promotional materials.

Equipment & Other Needs

Unless otherwise specified, NHCW will bring an LCD projector and laptop for presenting the Slideshow. The Steering Committee is responsible for providing volunteers for set-up and the following equipment and handouts:

- ✓ Registration table and table for refreshments (if provided).
- ✓ Sign-in sheet & pens for registration table (**Attachment G**) – important for recruitment of LWC committee members and mobilizing your Community Coalition.
- ✓ Copies of local LWC project overview for registration table – including contact information for Steering Committee chairperson & other appropriate individuals.
- ✓ Copies of meeting agenda for registration table.
- ✓ LWC Brochures for registration table (provided by LWC).
- ✓ Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).
- ✓ Flip chart w/paper & markers for recording participant comments.
- ✓ Refreshments (Feed and They Will Come!).

Process Questions

When Presenting the Vision, the following questions will encourage discussion of concerns and/or desires for becoming a livable, walkable community:

1. What are the destinations in your community that people travel to?
(city/town center, schools, work, grocery, post office, parks, etc.)
2. What are the linkages for getting to those destinations?
3. What modes of transportation are currently utilized to reach desired destinations?
(walking, biking, auto, horseback, etc.?)
4. What modes of transportation would community members prefer to be using?
5. What are the barriers for reaching desired destinations?

Recruiting LWC Action Plan Volunteers

Community volunteers are needed to assist the Action Plan Committee and play an active role in the implementation of the LWC Action Plan once it is complete. LWC meetings are an excellent opportunity to ask for Action Plan volunteers. Throughout the LWC project, community members will be asked to volunteer for LWC projects.

Attachment H includes a sample flyer that can be used to recruit volunteers at LWC meetings and elsewhere.

LOOKING AT THE BIG PICTURE: COMMUNITY ASSESSMENT & ACTION PLANNING

Now that you have begun to mobilize your community, you are ready to move on to LWC assessment and action planning. Along with the guidance of the LWC Coordinator and representatives, this section of the LWC Toolkit will help you complete the following:

- **Baseline Assessment: What You Have in Place**
- **Mapping Trails and Linkages Community Workshop**
- **Assessment Scorecard Community Workshop**
- **Action Plan Community Workshop**
- **Linking Your Community with Action Plan Implementation Resources**
- **Action Plan Implementation Community Meeting**

Baseline Assessment: What You Have In Place

Assessing your community's baseline provides initial data for measuring future progress towards becoming a Livable, Walkable Community. Baseline assessment will assist in developing preliminary action steps for overcoming barriers to livability and walkability. The preliminary action steps will then be updated in future LWC community workshops.

With guidance from the LWC Coordinator, the Steering Committee will select from the following tools to complete the baseline assessment. The Steering Committee will share final results with the LWC Coordinator. Each of these tools may be utilized again at any point in the future to measure the impact of the LWC project.

1. *LWC Baseline Data/Community Assessment by Category (Attachment I)*
This tool will allow measurement of your community's status within each of the LWC categories. Any Steering Committee members may be assigned to complete the assessment. Depending upon the background and expertise of Steering Committee members, the community's planning department or Regional Planning Commission (RPC) may need to be consulted for responses to assessment questions.
2. *Walking and Biking Audits*
Walking and biking audits provide information about pedestrian and bicycle access throughout your community. The following tools are maintained by the *Pedestrian and Bicycle Information Center* with funding from the *U.S. Department of Transportation* and the *Centers for Disease Control and Prevention*.

You can access the Walkability Checklist at the following website:

www.walkinginfo.org/pdf/walkingchecklist.pdf

You can access the Bikeability Checklist at the following website:

www.bicyclinginfo.org/bikeability_checklist.htm

Procedures for completing the Walkability and Bikeability checklists:

- a. Assign any Steering Committee members and volunteers to complete the task.
- b. Select a number of key destinations and their routes to assess within the LWC project area (e.g. city/town center, downtown, schools, town parks and beaches, recreation areas, performing arts centers, etc.). It is not necessary that all possible destinations and routes within your community be audited. The purpose is to get a general sense of the project area's walkability and bikeability.
- c. Identify the routes to be assessed for walkability and bikeability.
- d. The following will assist with identifying typical destinations and walking or biking routes that Steering Committee members and volunteers may use:
 - From home to work.
 - From home to school.
 - From home or work to city/town center.
 - From home or work to city/town park(s).
 - From home or work to city/town recreation areas.
 - Recreational biking, walking or jogging routes.
- e. When you download the PDF files, you will find that the actual checklists are located on page 2 of the Walkability Checklist and pages 2 and 3 of the Bikeability Checklist.
- f. Print and make copies of the checklists and give to each committee member and volunteer that will be conducting the audits. You can also choose to have committee members and volunteers conduct audits in groups.
- g. Complete one checklist for each walking and biking destination.

3. *Walkable Neighborhood Routes Survey & Walk-to-School Classroom Survey*

Both surveys, plus additional tools, are available through the KidPower! Walk & Wheel Safety Program, a program of the NH Department of Health & Human Services, Division of Public Health Services, Nutrition & Health Promotion Section at:

www.dhhs.nh.gov/dhhs/nhp/library/training+material/kidpower.htm

Mapping Trails and Linkages Community Workshop

Purpose & Outcomes

What is the Mapping Trails & Linkages Community Workshop?

A public forum for assessing usage, condition, and accessibility of sidewalks, trails and other pedestrian, bike and public transportation linkages to key destinations within your community (e.g. town center, recreation areas, schools, etc.).

Who Should Participate?

All interested citizens and stakeholders should be encouraged to participate including community leaders, parents, children, seniors, neighborhood committees and others.

What are the core activities of the Mapping Trails & Linkages Workshop?

Participants will work in facilitated small groups with large, writable maps to identify common destinations and barriers to reaching them on foot, bike or as a disabled citizen. The small group sessions are followed by a facilitated large group discussion to define possible action items for the LWC project.

Mapping Trails & Linkages was designed to help communities and neighborhoods identify where people go and how they get there. Maps of common destinations and routes for getting to those destinations will provide community decision-makers (planning boards, conservation commissions, and others) with a tool for making choices that best support the needs of the community. **Maps will enable decision-makers to maintain opportunities for residents to engage in a variety of recreational activities including walking, biking, cross-country skiing, snow shoeing and horseback riding, among others, and to access destinations via biking and walking.**

Common destinations might include the following:

- ✓ Town/city hall and offices
- ✓ Post office
- ✓ Schools
- ✓ Places of worship
- ✓ Town parks and beaches
- ✓ Transfer station/recycling center
- ✓ Public transportation routes (bus, rail)
- ✓ Community center
- ✓ Library
- ✓ Commercial/retail centers
- ✓ Performing arts centers
- ✓ Athletic facilities/recreational areas
- ✓ Funeral home
- ✓ Restaurants, coffee shops, cafes, bars
- ✓ Places of employment

These and other locations important to the community or neighborhoods are identified through local knowledge of community members during the workshop.

The Mapping Trails & Linkages workshop will assist in producing the following outcomes:

- ✓ Engagement of community members in the LWC project.
- ✓ Completed maps of the project area depicting common destinations, existing trails and routes, and desired trails and routes.
- ✓ List of barriers to reaching common destinations on foot or bike.
- ✓ Identification of action items to overcome the barriers.

The following instructions will assist you in planning and implementing the Mapping Trails & Linkages Community Workshop.

Initial Planning

1. Securing & Preparing Base Maps

Number of maps required: Community members will be working in small groups of 10-15 each. One base map will be required for each small group.

A base map provides a platform on which destinations and linkages can be identified. It should include your community's municipal boundaries, roads, water bodies (lakes and streams), conservation/protected lands, and railroads (if applicable). **It may be helpful to pre-identify and label key destinations on the base maps to help expedite the work of small groups.** Information gathered from the Baseline Assessment will assist with pre-identifying destinations.

Maps can be obtained from town offices, municipal planning departments, or Regional Planning Commissions. The **Map Request Form (Attachment J)** will assist in requesting maps. Town offices/city hall maintain paper maps of municipal boundaries, roads, and railroads. Town offices/city hall with GIS capabilities often will have digital maps as well. Regional Planning Commissions and some municipal planning departments can produce paper maps using available GIS data.

Municipal planning boards, conservation commissions, land trusts, or other committees may also have access to base maps.

2. Securing Additional Reference Materials

It may be helpful to have additional maps and materials on hand for reference purposes. Contact your town offices/city hall, planning board, regional planning commission, conservation commission and/or land trust for copies.

Possible additional maps and materials may include:

- ✓ Tax map
- ✓ Recreational trails
- ✓ Cultural/historic sites and resources
- ✓ Aerial photos
- ✓ Blown-up maps of high density areas (particular neighborhoods, village centers or downtowns)

3. Secure Date & Location

The Steering Committee will schedule a workshop date and time, reserve a location, and schedule approximately three hours for conducting the activity. One hour is for set-up and clean-up; the workshop itself should take two hours. Saturday mornings are a good time, however, it is important to consider the needs of the community when setting a date and time. The facility should be large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). The facility should also have enough breakout rooms/space to accommodate work groups of 10-15 each.

4. Recruit Small Group Facilitators & Recorders

The Steering Committee will recruit volunteers to be trained by an LWC representative as small group facilitators and recorders for the mapping portion of the meeting. One facilitator and one recorder are required for each work group of 10-15 each.

Marketing

Once date, time, and location are set, the Steering Committee should write a **Media Advisory** (see **Attachment K** for sample) and **Press Release** announcing the event. Submit these to local newspapers, newsletters, church bulletins, school announcements, local radio stations, or other media that can get word to residents in your town. Additionally, develop a flyer (see **Attachment L** for sample) to post in the town store, gas stations, coffee shops, hardware store, restaurants, post office, store windows, along Main Street, or any other places that might catch the eye of community members. Be sure to include at least two Steering Committee contacts with phone numbers in all announcements in case people have questions, need directions, etc.

Pre-Event Preparations

1. Meeting Layout

The facility should have a large room for large group assembly and smaller breakout areas/rooms for conducting the small group mapping activity. The number of required rooms will be based on anticipated meeting attendance. A meeting layout or sketch may help the Steering Committee with planning and set up of the meeting rooms. The layout should include such areas as 1) location for registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) breakout rooms with locations for signs, mapping stations (long table), and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) and table for refreshments and supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).
- Copies of meeting agenda for registration table (see **Attachment M** for sample).
- LWC Brochures for registration table.

4. General Assembly & Mapping Station Supplies

The general assembly area will need 2 flip charts with paper and markers and a table for the front of the room.

The following will be required for each small group mapping station:

- Base map.
- Acetate overlay – enough to cover each map (acetate is available at graphic design and art supply stores).
- Masking tape for taping acetate to maps and attaching maps to tables.
- 1 long table for each work station for placement of maps.
- Chairs to be placed around each mapping station table for participants and facilitators.
- Permanent (non-water based) markers (black, green, blue and red – one of each per map).
- **Mapping Trails & Linkages Facilitator Instructions (Attachment N)** and **Mapping Trails & Linkages Response Form (Attachment O)** – an LWC representative will provide training of small group facilitators during the day of the meeting before the meeting starts.
- Working group signs (**Attachment P**).

Day of Event

1. Set-Up

Steering Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Tape maps with acetate covers and working group signs in appropriate locations near each mapping station. Designate two or more Steering Committee members or volunteers to greet participants as they arrive and make sure they sign in. Small group facilitators will be trained during this time by an LWC representative.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their willingness to share their concerns for improving physical activity & recreational opportunities within their community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from any previous meetings.
- 5) Explain the agenda for the day.
- 6) Ask participants to give a show of hands for their preferred mode of physical activity/recreation or preferred mode of bike-pedestrian/public transportation commuting (see descriptions on Working Group signs in Attachment P).
- 7) Ask participants to share some of their concerns for safely engaging in physical activity or recreation in the community.
- 8) Record suggestions & concerns on the flip chart, & post results for participants to refer to throughout the meeting.

- 9) Briefly explain the objectives & procedures for the mapping activity.
- 10) Ask participants to go to the labeled work stations based on their preferences from item 7) above. Explain that they may have overlapping preferences, but to choose a work station based on their area of greatest interest in terms of improving livability and walkability. After participants have moved to the work stations, large group facilitators may even out the size of work groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).

b. Small Group Activity

Small group facilitators will instruct participants at the mapping stations on how to complete the following:

- 1) Mapping of key destinations, routes and barriers.
- 2) Clarification of barriers and identification of action items on the Mapping Trails & Linkages Response Form.

The recorders will record all findings on the Mapping Trails & Linkages Response Form.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

c. Large Group Evaluation

- 1) The LWC Coordinator will ask each breakout group to take 5 minutes to summarize their findings/conclusions (action items) for the larger group.
- 2) A Steering Committee member will record the action items on a flip chart.
- 3) After all small groups have reported, the LWC Coordinator will ask the large group to identify any additional priority areas or action items & a Steering Committee member will record them on the flip chart.
- 4) Completed Mapping Trails & Linkages Response Forms will be collected from each working group.

d. Wrap-up

- 1) Ask participants to share any last concerns.
- 2) Inform participants of upcoming LWC workshops & meetings (*Assessment Scorecard Workshop, Action Plan Workshop and Action Plan Implementation Meeting*). Encourage participants to attend all remaining meetings.
- 3) Remind people to put their names/contact information on the sign-in sheet so they can stay informed & to sign up as Action Plan Volunteers.
- 4) Thank participants again for coming & for their involvement.
- 5) Provide a handout with contact information for appropriate Steering & Action Plan Committee members in case of additional questions, concerns, or suggestions following the meeting.

e. Clean-up/Follow-up

Following the meeting, the Action Plan Committee will meet to develop a written summary of action items identified during the workshop. The **LWC Action Items Form (Attachment Q)** may be used for this purpose. The summary should be forwarded to the Steering Committee and LWC Coordinator prior to the next Community Workshop.

Assessment Scorecard Community Workshop

Purpose & Outcomes

What is the Assessment Scorecard Community Workshop?

A public forum for assessing your community's status in each of eleven LWC categories. This tool will help identify priority areas for improving opportunities for physical activity and recreation, and can be a supplement to your community's overall long-term planning efforts.

Who Should Participate?

All interested citizens should be encouraged to participate. Be sure to invite community leaders including representatives from the Planning Board, Board of Selectmen, Conservation Commission, Historical Society, and other community groups to lend their expertise to completing the Scorecard

What is the core activity of the Assessment Scorecard Workshop?

Workshop participants will each complete the Assessment Scorecard survey and engage in facilitated discussion to identify LWC action items. The outcomes will augment action items identified during the Mapping Trails and Linkages Workshop.

The following instructions will assist you in planning and implementing the Assessment Scorecard Community Workshop.

Initial Planning

1. Selection of Appropriate Assessment Scorecard

There are three versions of the Scorecard – urban, community and rural. The LWC Coordinator will work with you to select the appropriate version for your community. The LWC Coordinator will then provide you with an Assessment Scorecard, customized for your community. You will then make copies for participants attending the workshop. Specific implementation instructions are found at the beginning and end of the Assessment Scorecard.

2. Secure Date & Location

The Steering Committee will schedule a date and time, reserve a location, and schedule approximately two hours for conducting the activity. One-half hour is for set-up and clean-up; the workshop itself should take one and one-half hours. Saturday mornings are a good

time, however, it is important to consider the needs of the community when setting a date and time. The facility should have an assembly room large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). If a combined large group-small group workshop format is selected, the facility should also have enough breakout rooms/space to accommodate work groups of 10-15 each.

3. Recruit Small Group Facilitators & Recorders (if a small group format is utilized)

If a combined large group-small group format is selected, the Steering Committee will recruit volunteers to be trained by an LWC representative as small group facilitators and recorders. One facilitator and one recorder are required for each work group of 10-15 each.

Marketing

Refer to the instructions for marketing the Mapping Trails & Linkages Workshop on page 18. All marketing materials (media advisories, press releases, flyers, etc.) will need to be adapted for the Assessment Scorecard Workshop.

Pre-Event Preparations

1. Meeting Layout

The number of required rooms will be based on anticipated meeting attendance and whether the meeting will be conducted entirely in large group or in a combined large group-small group format. The layout should include such areas as 1) location for registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) if needed, small group rooms with locations for signs and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) & table for refreshments & supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of meeting agenda for registration table (see **Attachment R** for sample).
- LWC Brochures for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).

- Copies of completed Action Item Forms from last community meeting for registration table.
- Copies of Assessment Scorecard to be handed out to participants at the registration table.

4. General Assembly & Breakout Room Supplies

The general assembly area will need a flip chart with paper and markers and a table for the front of the room. A copy of the Assessment Scorecard is needed for recording of priority action items.

If the workshop includes a breakout session, the following will be required for each breakout room:

- Masking tape for attachment of signs.
- Chairs for facilitator, recorder & participants.
- A copy of the Assessment Scorecard for each small group facilitator – an LWC representative will provide training of small group facilitators during the day of the meeting before the meeting starts.
- Working group signs (**Attachment P**).

Day of Event

1. Set-Up

Steering Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Designate two or more Steering Committee members or volunteers to greet participants as they arrive and make sure they sign in. Small group facilitators will be trained during this time by an LWC representative.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their willingness to share their concerns for improving physical activity & recreational opportunities within their community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from all previous workshops & meetings.
- 5) Explain the agenda for the day.
- 6) Briefly explain the workshop objectives, provide instructions for use of the Assessment Scorecard, then:

Option 1: If working in large group format only:

- 1) Ask participants to complete the Assessment Scorecard where they are seated.
- 2) The facilitator will then engage participants in a discussion of priority areas in accordance with Assessment Scorecard instructions.

- 3) All suggested action items will be recorded on the flip chart by a Steering Committee member.
- 4) The top three priority items will be recorded on the last page of a copy of the Assessment Scorecard by a Steering Committee member.

Option 2: If working in combined large group-small group format:

- 1) Ask participants to give a show of hands for their preferred mode of physical activity/recreation or preferred mode of bike-pedestrian/public transportation commuting (see descriptions on Working Group Signs in Attachment P).
- 2) Ask participants to go to the labeled work stations based on their preferences. Explain that they may have overlapping preferences, but to choose a work station based on their area of greatest interest in terms of improving livability and walkability. After participants have moved to the work stations, large group facilitators may even out the size of work groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).
- 3) Small group facilitators will ask participants to complete the Assessment Scorecard.
- 4) Small group facilitators will then engage participants in a discussion of priority areas in accordance with Assessment Scorecard instructions. All suggested action items will be noted by the recorder on the recorder's copy of the Scorecard. The top three priority items will be recorded on the last page of the recorder's Scorecard.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

b. Evaluation

- 1) The LWC Coordinator will ask each group to report on their action items for the larger group.
- 2) A Steering Committee member will record the action items on a flip chart.
- 3) After all small groups have reported, the facilitator will ask the large group to identify any additional priority areas or action steps.
- 4) The LWC Coordinator will then ask the large group to identify the top 3 priority items.
- 5) A Steering Committee member will record these on the flip chart.
- 6) Completed Scorecards will be collected from all participants and small group facilitators.

c. Wrap-up

- 1) Ask participants to share any last concerns.
- 2) Inform participants that an *Action Plan Workshop* will be scheduled at which their input from the *Mapping Trails & Linkages* and *Assessment Scorecard* activities will

be included in the development of the community's LWC Action Plan. Tell them that this meeting will be followed by an *Action Plan Implementation* kick-off meeting. Encourage participants to attend all remaining meetings.

- 3) Remind people to put their names/contact information on the sign-in sheet so they can stay informed & to sign up as Action Plan Volunteers.
- 4) Thank participants again for coming & for their involvement.
- 5) Provide a handout with contact information for appropriate Steering & Action Plan Committee members in case of additional questions, concerns, or suggestions following the meeting.

d. Clean-up/Follow-up

Following the meeting, the Action Plan Committee will meet to develop an updated written summary of action items. Action items identified during the Scorecard workshop will be combined with action items summarized from the Mapping workshop and recorded on the **LWC Action Items Form (Attachment Q)**. The summary should be forwarded to the Steering Committee and LWC Coordinator at least two weeks prior to the Action Plan Community Workshop.

Action Plan Community Workshop

An LWC Action Plan will help your community move toward implementing Action Steps as quickly as possible.

Visible changes will help your community:

- ✓ Maintain motivation
- ✓ Build project support
- ✓ Engage other community members
- ✓ Implement additional Action Steps
- ✓ Find reasons to Celebrate!

Purpose & Outcomes

What is the Action Plan Community Workshop?

All of your community's hard work during the assessment phase will be utilized during the Action Plan Workshop. The outcome will be the prioritization of action items identified during the assessment workshops. The information gained from this workshop will assist in the development of your community's final LWC Action Plan.

Who Should Participate?

Invite anyone who participated in previous workshops and meetings and promote the event community wide. Your community's LWC Action Plan should be developed with input from any and all community members willing to participate. You should also invite representatives from agencies or organizations whose services are likely to be requested during Action Plan implementation (Department of Transportation, Regional Planning Commission, Local Planning Department, DPW etc.). Inviting local merchants/business owners will assist in engaging their support as you begin to implement your Action Plan.

What is the core activity of the Action Plan Workshop?

Participants will work in a combined large group-small group format to review and prioritize the action items identified during the community assessment workshops. Facilitated discussion will assist in converting action items into achievable short- and long-term action steps designed to meet the needs of your community. Finally, a community *Action Plan Implementation Meeting* will be scheduled to finalize and launch the implementation of your Action Plan.

The following instructions will assist you in planning and implementing the Action Plan Workshop.

Initial Planning

1. Secure Date & Location

The Steering Committee will schedule a date and time, reserve a location, and schedule approximately three hours for conducting the activity. One hour is for set-up and clean-up; the workshop itself should take three hours. Saturday mornings are a good time, however, it is important to consider the needs of the community when setting a date and time. The facility should have an assembly room large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). The facility should also have enough breakout rooms/space to accommodate work groups of 10-15 each.

2. Recruit Small Group Facilitators & Recorders

The Steering Committee will recruit volunteers to be trained by an LWC representative as small group facilitators and recorders. One facilitator and one recorder will be required for each breakout group of 10-15 each.

3. Action Plan Formats

All action plan formats will have been prepared in advance of the workshop by the LWC Coordinator. The **LWC Impact Feasibility Grid (Attachment S)** will be used by small groups to prioritize action steps. **Action Items** identified during your community's Mapping Trails & Linkages and Assessment Scorecard Workshops will serve as the basis for action plan development.

Sample LWC Action Steps are included in Attachment T.

Marketing

Refer to the instructions for marketing the Mapping activity beginning on page 18. All marketing materials (media advisories, press releases, flyers, etc.) will need to be adapted for the Action Plan Workshop.

Pre-Event Preparations

1. Meeting Layout

The facility should have a large assembly room and smaller breakout areas/rooms for conducting the large and small group sessions. The number of required rooms will be based on anticipated meeting attendance. The layout should include such areas as 1) location for registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) breakout rooms with locations for signs, flip charts and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) & table for refreshments & supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of meeting agenda for registration table (see **Attachment U** for sample).
- LWC Brochures for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).

4. General Assembly & Breakout Room Supplies

The general assembly area will need a flip chart with paper and markers and a table for the front of the room.

The following will be required for each breakout room:

- Masking tape for attachment of signs.
- Chairs for facilitator, recorder and participants.
- **LWC Impact Feasibility Grids** (provided by the LWC Coordinator) and **Action Plan Facilitator Instructions (Attachment V)** for each small group facilitator – an LWC representative will provide training of small group facilitators during the day of the meeting before the meeting starts.
- Working group signs (**Attachment P**).

Day of Event

1. Set-Up

Steering Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Designate two or more Steering Committee members or volunteers to greet participants as they arrive and make sure they sign in. Small group facilitators will be trained during this time by an LWC representative.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their willingness to share their concerns for improving physical activity & recreational opportunities within the community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from all previous workshops & meetings.
- 5) Explain the agenda for the day.
- 6) Ask participants to give a show of hands for their preferred mode of physical activity/recreation or preferred mode of bike-pedestrian/public transportation commuting (see descriptions on Working Group Signs in Attachment P).
- 7) Briefly explain the objectives & then provide instructions for the Action Plan activity.
- 8) Ask participants to go to the labeled work stations based on their preferences. Explain that they may have overlapping preferences, but to choose a work station based on their area of greatest interest in terms of improving livability and walkability. After participants have moved to the work stations, large group facilitators may even out the size of work groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).

b. Small Group Activity

Small group facilitators will provide participants with instructions in accordance with the training they received prior to the workshop.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

c. Large Group Evaluation

- 1) The LWC Coordinator will ask each group to review their completed Impact Feasibility Grids with the large group (e.g. state each action item & its ranking).
- 2) A Steering Committee member will record the findings on a flip chart.
- 3) Following each small group's report, the LWC Coordinator will engage the large group in discussion about which items should be considered for inclusion in the final Action Plan & which should not. The large group will also be asked to identify each item as short- or long-term in terms of anticipated completion time.

- 4) A Steering Committee member will record the feedback next to the items on the flip chart.
 - 5) After all groups have reported, the LWC Coordinator will ask the large group for any additional concerns & ideas.
 - 6) All completed **LWC Impact Feasibility Grids** will be collected from the small group facilitators.
- d. Wrap-up
- 1) Give participants the date & time for the LWC Action Plan Implementation Community Meeting & encourage them to attend. Explain that this meeting will provide an opportunity for community members to see the completed LWC Action Plan, to get actively involved with its implementation, & to formally launch it into action.
 - 2) Remind people to put their names/contact information on the sign-in sheet so they can stay informed & to sign up as Action Plan Volunteers.
 - 3) Provide a handout with contact information for appropriate Steering & Action Plan Committee members in case of additional questions, concerns, or suggestions following the meeting.
 - 4) Thank participants again for coming & for their involvement.
- e. Follow-up

Refer to instructions for preparing the first draft of the LWC Action Plan in the next section. The completed Action Plan will be brought to the Action Plan Implementation Meeting. The first draft will serve as a key resource, along with the LWC Baseline documents that have already been developed, in measuring your community's progress towards improving its livability and walkability. The completed Action Plan should be forwarded to the LWC Coordinator prior to the Action Plan Implementation Meeting.

Linking Your Community with Action Plan Implementation Resources

The final three steps in the completion of your community's LWC Action Plan include:

- ✓ Development of the first draft of the Action Plan by the LWC Coordinator.
- ✓ Action Plan/Steering Committee meetings to further develop the first draft of the Action Plan, including the research and identification of resources needed for completing each action step, timeline and other action plan items.
- ✓ Schedule and conduct the Action Plan Implementation Community Meeting.

Preparation of the LWC Action Plan First Draft by LWC Coordinator

Following the Action Plan Workshop, the LWC Coordinator will begin development of the first draft of the **LWC Community Action Plan** using **Attachment W**. The LWC Coordinator will then give the first draft to the Action Plan Committee for further preparation before the Action Plan Implementation Community Workshop.

Preparation of the LWC Action Plan First Draft by LWC Committees

The Action Plan and Steering Committees are responsible for identifying the “Resources Needed”, “Responsible Parties”, “Targeted Completion Date” and “Celebration Events/Activities” and including them on the first draft of the Action Plan. The updated first draft will then be shared with the LWC Coordinator before the Action Plan Implementation Meeting. The LWC Coordinator will be available to help you link your community to resources. The committees will also select committee members and other volunteers to coordinate the implementation of appropriate sections of the Action Plan.

Instructions for these activities are included below.

1. What types of Resources will My Community Need?

The overall categories of resources and support needed for completing your Action Plan may include:

- ✓ Technical assistance (e.g. motorized and pedestrian transportation planning services to assist with LWC traffic calming and pedestrian safety efforts).
- ✓ Information or data (e.g. local traffic and pedestrian safety statistics for presentations to local planning board and government officials).
- ✓ Funding (e.g. access to Community Development Block Grant funds to assist with funding of brick and mortar projects).

Within the above categories, national, state, county and local resources may be needed for completing each of your community’s action steps. State and national resources include such organizations as the *Center for Land Conservation Assistance*, *Department of Transportation* and *Jordan Institute/NH Minimum Impact Development Partnership*. Most of these resources can be found in the **LWC Community Resource Guide (Attachment X)**. Regional and county resources may include your *Regional Planning Commission* or your regional or local *Main Street Center*. You may find some of these resources in the LWC Community Resource Guide, while others will need to be researched by your Action Plan Committee. Local resources may include your *Town/City Planning Department*, *Department of Public Works* or *Department of Recreation*.

2. How does My Community Identify Necessary Resources?

a. Identification of Resources through the LWC Community Resource Guide

The Community Resource Guide includes contact information for agencies and organizations throughout the state that can offer informational, technical, or outreach services to help communities achieve their goals for becoming a livable, walkable community. It is divided into two sections. The first lists agencies and organizations by LWC category according to the type(s) of services they can offer communities. The second lists them alphabetically, to quickly lead your community to an agency or organization you are interested in working with.

Agency and organization listings include address, phone, fax, contact person, email, website, and mission; as well as community services the agency/organization can provide, along with resources they have available for communities to use in implementing action steps.

b. Identification of Additional Resources

Action Plan and Steering Committee members will most likely need access to resources not found in the Community Resource Guide. Most of these include local municipal resources and services. Examples include:

- ✓ Board of Selectmen or Aldermen
- ✓ Community Development
- ✓ Economic Development
- ✓ Master Plan Implementation Committee
- ✓ Mayor's Office
- ✓ Parks & Recreation
- ✓ Planning
- ✓ Police
- ✓ Public Works

Examples of local committees, associations, coalitions and other community stakeholders/resources include:

- ✓ Bike & Recreation Path Committee
- ✓ Conservation Commission or Council
- ✓ Historic or Improvement Society
- ✓ Neighborhood Associations
- ✓ Parks & Recreation Board
- ✓ Running or Biking Club
- ✓ Schools Association
- ✓ Trails Association

3. Selecting Action Plan Implementation Coordinators

Action Plan Implementation Coordinators are responsible for overseeing work on each of the action steps. They will coordinate your community's Action Plan Volunteers. Action Plan Implementation Coordinators are appointed by the Action Plan and Steering Committees. Coordinators may be members of the Action Plan and Steering Committees or they may come from the list of Action Plan Volunteers that has been compiled to date. It is important that these individuals have leadership skills and can dedicate appropriate time to the project.

One way to assign action steps to Action Plan Implementation Coordinators is to do so by the LWC category into which they fall (e.g., Health, Safety, Destinations/Linkages, etc.). The LWC Coordinator can assist you with this process.

4. Designation of Responsible Parties on the Action Plan

Action Plan and Steering Committee members will contact individuals who have signed-up to be Action Plan Volunteers and specially invite them to the Action Plan Implementation Community Meeting. During the community meeting the volunteers will have the opportunity to select the action steps on which they will work. Their names will then be

recorded on a supplement to the completed Community Action Plan as “Responsible Parties” for the action steps they selected.

5. Designation of Targeted Completion Dates on the Action Plan

Short- or long-term designations were given to action items during the Action Plan Community Meeting. Action Plan and Steering Committee members will use this information to identify a “Targeted Completion Date” for each action step on the first draft of the Action Plan. It may be helpful to contact representatives of the designated resource organizations to establish realistic completion dates for many action items.

6. Identification of Celebration Events on the Action Plan

For every Action Step completed, your community should find ways to celebrate. Recognition of key players through press releases or an annual awards ceremony are examples of the many ways your community can Celebrate Your Success and acknowledge the support of community members in achieving desired goals. Committee members can record ideas next to action steps on the first draft of the Action Plan. By celebrating your successes, both large and small, your community will build and maintain motivation for completing all of the action steps.

The sky is the limit in Celebrating Your Success, so be sure to share your wacky, inventive, and smile cracking ideas with Livable, Walkable Communities so we can pass them on to other New Hampshire communities!

Action Plan Implementation Community Meeting

Purpose & Outcomes

What is the Action Plan Implementation Meeting?

The Action Plan Implementation Meeting is an opportunity for your community to: 1) celebrate all of the hard work that has been completed up to this point; 2) recruit additional Action Plan Volunteers; 3) commit volunteers to actively assisting with the completion of specific action steps; and, 4) officially launch the implementation phase of the LWC project.

Who Should Participate?

The event should be promoted community-wide as an opportunity to showcase the Action Plan and recruit others to assist with implementation. You should also invite representatives from agencies or organizations whose services are likely to be requested during Action Plan implementation (Department of Transportation, Regional Planning Commission, Local Planning Department, DPW etc.). Ask the Mayor or other important community representatives to speak briefly in support of the project. Invite the media to cover the event.

What are the core activities of the Action Plan Implementation Meeting?

Steering and Action Plan Committee members will present the first draft of the Action Plan to meeting attendees. Action Plan Volunteers will be assigned to work on specific LWC projects

and meet in small groups with Action Plan Coordinators to map out strategies for completing LWC projects.

Initial Planning

1. Secure Date & Location

The Steering Committee will schedule a date and time, reserve a location, and schedule approximately two and one-half hours for conducting the activity. One-half hour is for set-up and clean-up; the workshop itself should take two hours. Saturday mornings are a good time, however, it is important to consider the needs of the community when setting a date and time. The facility should have an assembly room large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). The facility should also have enough breakout rooms/space to accommodate the separation of the large group into smaller work groups of 10-15 each.

2. Prepare Action Plan Coordinators for Facilitating Small Group Sessions

In advance of the meeting, the LWC Coordinator will provide **Action Plan Coordinator Instructions (Attachment Y)** for Action Plan Coordinators to review. The LWC Coordinator will also provide additional training on the day of the meeting before the meeting starts.

3. Action Plan Formats

All action plan formats will have been prepared in advance of the workshop by the LWC Coordinator and Action Plan and Steering Committees.

Marketing

Refer to the instructions for marketing the Mapping activity beginning on page 18. All marketing materials (media advisories, press releases, flyers, etc.) will need to be adapted for the Action Plan Implementation Workshop.

Pre-Event Preparations

1. Meeting Layout

The facility should have a large assembly room and smaller breakout areas/rooms for conducting the large and small group sessions. The number of required rooms will be based on anticipated meeting attendance. The layout should include such areas as 1) location for

registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) breakout rooms with locations for signs, flip charts and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) & table for refreshments & supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of meeting agenda for registration table (see **Attachment Z** for sample).
- LWC Brochures for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).

4. General Assembly & Breakout Room Supplies

The general assembly area will need a flip chart with paper and markers and a table for the front of the room. In advance of the meeting, the Action Plan Committee will use the first draft of the Action Plan to prepare individual flip chart pages that include the following information (the LWC Coordinator may be consulted for assistance):

- Each flip chart page will have the title of an LWC category at the top.
- Action steps for each category will be listed underneath the title.
- Use as many flip chart pages as are necessary for each category.

These pages will be taped to the front of the general assembly room and used to assist in breaking Action Plan Volunteers into work groups.

The following will be required for each breakout room:

- Chairs for facilitator & participants.
- Copy of first draft of **LWC Community Action Plan** & copies of **Action Plan Coordinator Instructions** (already provided to Action Plan Coordinators by the LWC Coordinator).

Day of Event

1. Set-Up

Steering and Action Plan Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Designate two or more Steering Committee members or volunteers to

greet participants as they arrive and make sure they sign in. Action Plan Coordinators will be trained during this time by the LWC Coordinator.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their commitment to improving physical activity & recreational opportunities within the community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from all previous workshops and meetings.
- 5) Explain the agenda for the day.
- 6) Briefly explain the objectives & then provide instructions for the Action Plan Implementation small group activity.
- 7) Ask participants who have already signed-on as Action Plan Volunteers to raise their hands. Tell them that they will soon be directed to go to work stations where they will work with Action Plan Coordinators on strategies for completing LWC projects.
- 8) Ask for additional people to sign-on as Action Plan Volunteers. Tell them they can also go to the work stations where they can sign-up as Action Plan Volunteers and participate in the small group work.
- 9) Thank the remaining attendees & tell them they are excused. However, they may sign-up at any time in the future to assist with LWC projects by getting in touch with the Steering Committee chairperson.
- 10) Break the remaining participants, your community's Action Plan Volunteers, into work groups to complete the Action Plan:
 - a. Describe the LWC categories included on the Action Plan & some examples of action steps within each; each category will represent a work group – use flip chart pages to illustrate.
 - b. Introduce the Action Plan Coordinators in charge of each category – have them stand by the flip chart pages that represent the categories for which they are responsible.
 - c. Ask Action Plan Volunteers to select a category to be involved with for Action Plan implementation.
 - d. Ask them to go to the coordinators who represent their categories of interest; this will be their work group for the duration of the LWC project.
 - e. Have work groups go to their work areas for the small group activity.

After participants have arrived at their work stations, large group facilitators may even out the size of groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).

b. Small Group Activity

Action Plan Coordinators will provide Action Plan Volunteers with instructions in accordance with the training they received prior to the workshop.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

c. Large Group Evaluation

An LWC representative will facilitate this part of the meeting with assistance from organizing team members.

- 1) The facilitator will ask each group to report on their outcomes & any challenges or roadblocks they discovered regarding their completion of their section of the Action Plan.
- 2) A Steering or Action Plan Committee member will record the findings on a flip chart.
- 3) The large group will discuss recommendations for overcoming challenges.
- 4) After all groups have reported the facilitator will congratulate the groups for their hard work.
- 5) The Action Plan Committee will collect all completed **LWC Community Action Plans**.

d. Wrap-up

- 1) Thank participants for coming & wish them luck in completing their LWC Action Plan.
- 2) Discuss how community members will continue to be informed (in addition to informing people through Celebrations), such as at work group meetings &/or an annual Town Meeting, etc.

e. Follow-up

Following the meeting, the Steering and Action Plan Committees will consolidate all notes from the work groups into a working community LWC Action Plan document. This document will then be copied, distributed to Action Plan Coordinators and shared with Action Plan volunteers.

Congratulations!
Your community's LWC Action Plan is now complete.
The rest is up to your community.